

Live High Priority Recommendations for November 2018 A&RMC of the Guildhall School

Audit Area	Outstanding Action	Original Target Date	Revised Target Date	Status & Management Comments
Satellite Sites				
Strategic Plan	Development of full formal strategic plan for the satellite operations	Dec 2017	Sept 2018	<p>Partially Implemented.</p> <p>Target date for full implementation of both recommendations revised from July 2018 to Sept 2018.</p> <p>Management comment: This links in to the School's strategic objective Under 18 provision. A consultant was brought in to develop this strategy with focus on governance and SLAs. The final draft is being tweaked over the summer and the final version will be presented to an Under 18 away day in September.</p>
Collaboration Agreements	Development of full formal collaboration agreements (MoUs) with partnership satellite sites	Oct 2017	Sept 2018	<p>Not Implemented.</p> <p>Update as above re Strategic Plan.</p>
Succession Planning, Talent Management & Staff Development				
Talent Management Strategy	Incorporation of a talent management strategy within the Professional Development Framework	Jan 2018	Dec 2018	<p>Not Implemented.</p> <p>Target date for full implementation revised from July 2018 to Dec 2018.</p> <p>Management comment: Following this initial plan the City started developing a talent management strategy as part of the HR transformation. We therefore delayed our plan to ensure we could use the expertise of the new Organisational Development team in Corporate HR and so we could align with any corporate plan. This also links into a new appraisal system that the City are currently trialling and will launched across the corporation from April 2019.</p>

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				The overall objectives in the School Strategic plan have now been agreed and a more detailed 5 year business plan is now being developed and the workforce plan and talent management will need to reflect the new business plan.
Workforce Plan	A workforce plan to be developed in line with the new Strategic Plan	April 2018	Dec 2018	<p>Not Implemented.</p> <p>Target date for full implementation revised from July 2018 to Dec 2018.</p> <p>Management comment: With changes in senior staff at the School and further development of the strategic plan, and the development of the corporate HR transformation plans we have delayed finalising our workforce plan to ensure we are able to take into account all relevant factors. The overall objectives in the School Strategic plan have now been agreed and a more detailed 5 year business plan is now being developed and the workforce plan and talent management will need to reflect the new business plan.</p>
Sundial Court Project Governance (Lease Renewal)				
Accommodation Strategy	Development of an accommodation strategy in line with the School's strategic aims.	July 2018	Nov 2018	<p>Partially Implemented.</p> <p>Revised target date for full implementation supplied.</p> <p>Management comment: Due to timings for the September Board of Governors and holidays, this has been moved to November. A draft report will be signed off by SMT in September and the Board in November.</p>
Data Quality				
Returns Management	Introduction of central arrangements for oversight of returns management.	Sept 2018	N/A	Status update awaited by Internal Audit

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Catering (including Student Bar)				
Contractual Documentation: RED PRIORITY	Contracts and supporting documentation, for example service specification and tender submissions, should be accessible to contract managers and form the basis of contract management activity.	Sept 2018	Oct 2018	Not Implemented. Revised target date agreed as the contract, in respect of the service which commenced at the beginning of September 2018, has not yet been signed.
Contractual KPI monitoring	Full records of KPI monitoring, at the frequency prescribed by the contract, should be maintained as part of the contract management process.	Sept 2018	Dec 2018	Partially implemented. Internal Audit comment: The new contract specifies KPIs and arrangements for monitoring. Revised target date supplied for full implementation to enable 3 months of monitoring activity to be demonstrated.
Subsidy and Profit Share Arrangements	Formalisation of the terms of financial arrangements related to contract delivery.	Sept 2018	N/A	Status TBC. Internal Audit comment: The contract, for the service that commenced in September 2018, has been drafted but not yet been signed. Revised target date for full implementation TBC.
Contractual Sanctions for Poor Contractual Performance	Management to ensure that provision is made within contracts for appropriate sanctions in the event of repeated poor performance.	Sept 2018	Oct 2018	Partially Implemented. Internal Audit comment: The new contract specifies sanctions for poor performance. Revised target date supplied for full implementation i.e. signing of the contract.
Management of External Health & Safety Inspection Reports – RED PRIORITY	Management to ensure that: 1) any disagreement over the outcome of external H&S inspections are resolved at the earliest opportunity, and 2) contract management reporting to clearly reflect the progress of implementation of 'priority 1' H&S recommendations.	May 2018	Dec 2018	Partially Implemented. Internal Audit comment: Disagreement over the H&S inspection report examined at the time of audit fieldwork has been resolved. Management comment: As this audit takes place annually and will take place in Autumn term, proof of monthly review cannot take place until this happens.

In summary:

- Six recommendations categorised as 'not implemented'.
- Of these 'not implemented' recommendations, two are overdue and confirmation of status is required.
- Revised target implementation dates have been supplied for the remaining four 'not implemented' recommendations (including one red priority).
- One of the revised target dates for a 'not implemented' recommendation is the end of September 2018.
- Five recommendations categorised as 'partially implemented'.
- Revised target implementation dates have been supplied for these 'partially implemented' recommendations (including one red priority).
- One of the revised target dates for a 'partially implemented' recommendation is the end of September 2018.