| **No.** | **Recommendation** | **Priority** | **Progress** |
| --- | --- | --- | --- |
| ⚫ Fully implemented; ⚫ Partially implemented; ⚫ Scheduled; ⚫ Outstanding | | | |
| **Review of Corporate Governance Arrangements** | | | |
| 1 | Updating the AAB’s terms of reference  Update: Approved at AAB meeting on 20 July 2023. | Medium | ⚫ |
| 2 | Develop a Communications Strategy  Update: Published 22 September 2023. An Easy Read version was also published. | Medium | ⚫ |
| 3.1 | Continue review of policies and procedures  Update: Policy review and management now ongoing. | Medium | ⚫ |
| 3.2 | Include the ‘date of next review’ in all policies  Update: Accepted and including when policies are reviewed | Medium | ⚫ |
| 3.3 | Prepare and Anti-Bribery Policy  Update: Approved 19/07/23 and published. | Medium | ⚫ |
| 3.4 | Provide regular policy refresher sessions to staff  Update: Assigned to new HRFO role. First refresher delivered on 5 April with others identified and scheduled. | Medium | ⚫ |
| 4 | Minutes of SMT and AAB meetings to provide evidence of challenge.  Update: Implemented in 2022 | Low | ⚫ |
| 5 | Develop SMT terms of reference  Update: Approved by SMT via correspondence on 17 July 2023. | Low | ⚫ |
| 6 | Develop a schedule of meeting dates and business for the AAB  Update: Approved at AAB meeting on 20 July 2023. | Low | ⚫ |
| 7 | Investigate developing an MoU with the SPCB for the provision of AAB services  Update: Scheduled for 2023 | Low | ⚫ |
| 8 | Develop a suite of KPIs for the organisation  Update: Adopted by SMT in March 2023 | Low | ⚫ |
| 9 | Review the Whistleblowing Policy  Update: Issued for staff consultation. | Low | ⚫ |
| **Review of Investigations Processes** | | | |
| 1 | Once new staff recruited, develop a detailed schedule and address the backlog of cases.  Update: Recruitment complete; staff onboard early May; detailed procedure for handling backlog included in Manual in Mar 23; backlog being addressed (complaints allocated up to Jun 2023 with new staff onboard). | Medium | ⚫ |
| 2 | Develop a formal process for super-complaints and incorporate into manual.  Update: Completed Mar23 | Low | ⚫ |
| **Review of Risk Management** | | | |
| 1 | Categorise risks into operational and strategic.  Update: Implemented via field in risk register | Low | ⚫ |
| 2 | Update Risk Management Policy  Update: Staff consultation closes 6 October. | Low | ⚫ |
| 3 | Develop rolling risk management training programme  Update: Implemented with next session to be scheduled for August 2023. | Low | ⚫ |
| 4 | Reinstitute risk appetite assessments. ESC opted not to use formal risk appetite process but will assign target risk scores.  Update: Implemented from April 2023 onwards | Low | ⚫ |