

No.	Recommendation	Priority	Progress
<p>● Fully implemented; ● Partially implemented; ● Scheduled; ● Outstanding</p>			
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			

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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	●