

			Lead Officer	Completion Date	Follow up at March 2016
1	Issue	The Council's Code of Corporate Governance has not been updated since 2010. (C/f from 2013/14 AGS)	CMT/ Corporate Director Resources	31/03/2016 31/12/2016	<p>Action in Progress The review is delayed because the Delivering Good Governance in Local Government Framework is due to be published in April 2016.</p> <p>The review will take account of this document and as a consequence the completion date for the review of 31/03/2016 has been revised to 31/12/2016.</p>
	Action	A review of the Council's Code of Corporate Governance to be undertaken to ensure that it describes the Council's governance framework and the arrangements through which this is delivered. (C/f from 2013/14 AGS)			
	Outcome	A fit for purpose Code of Corporate Governance which is complied with.			
2.	Issue	Increased reliance on a wide range of Partners to work with the Council to deliver key services e.g. health. (C/f from 2013/14 AGS)	CMT/ Head of Policy & Performance	31/12/2015 30/06/2016	<p>Action in Progress There is an existing formal methodology (based on CPFA Guidance) for overseeing and monitoring key partnerships that was introduced in 2012 and is undertaken on an annual basis. A review was started in 14/15 and all the preliminary work was undertaken, however it was not completed due to capacity issues. For 2015/16 this is not yet complete due to capacity issues, but will report to the Corporate Leadership Team by May 2016.</p>
	Action	The process for overseeing and monitoring key partnerships is effective. (C/f from 2013/14 AGS)			
	Outcome	Annual review provides assurance of effective partnership governance arrangements			
3	Issue	An increasing number of core services are being delivered through large and complex contracts. (C/f from 2013/14 AGS)	CMT/ Service Director Public Realm	31/03/2016 31/03/2017	<p>Action in Progress The Service Director Public Realm notes that "<i>there are strong and effective contract management arrangements in place for Waste Management Services including the new contract that will commence during 2016 for the operation of the MKRWTF and the street cleansing contract. The contract management arrangements in place for the Highways TMC are reaching a level of maturity as the contract reaches the end of its second year of operation. There remains some concerns about aspects of Ringway's overall service delivery (particularly street lighting) and which client-side officers are focussing their activities heavily on. There are also some</i></p>
	Action	Arrangements for effective contract management are in place. (C/f from 2013/14 AGS)			
	Outcome	Internal Audit to provide at least a satisfactory opinion on audits of large contracts			

					<p>concerns about management of the landscape contract due to it projecting an in- year overspend and work is continuing with HofS to bring about improvement. Transport and vehicle fleet contracts are currently subject to a significant review so managers and Directors will work closely to ensure the contract management arrangements remain efficient and effective.”</p> <p>The Annual Audit Plan for 2016/17 will audit the following areas:</p> <ul style="list-style-type: none"> • Parking Contract • Refuse Collection & Street Cleansing • Highways Contracts (Ringway) • Landscape Contract Management <p>As a consequence of the increased focus requested by the Service Director Public Realm and the assurance work to be carried out in 2016/17 by Internal Audit the completion date has been revised from 31/03/2016 to 31/03/2017.</p>
4	Issue	There is a need to demonstrate that proposed benefits are achieved from major programmes and projects. (C/f from 2013/14 AGS)	CMT	31/12/2015 tba	<p>Action in Progress</p> <p>The Portfolio Office has put in place processes to ensure that benefits are formally evaluated.</p> <p>The Head of Portfolio Office states that for Capital Projects there is a specific Review Point for Benefits Realisation, and CPRP has agreed that Procurement and Capital Finance are to review a small selection of projects together to try and determine whether the overall out-turn was in line with spend allocation/approval.</p> <p>However, this has not been done due to resources and the Head of Portfolio will take this issue to CPRP on 29 March 2016 to establish a way forward.</p>
	Action	Arrangements are in place to formally evaluate benefits gained from all major programmes and projects. (C/f from 2013/14 AGS)			
	Outcome	Benefits realisation reviews are undertaken on key projects			
5	Issue	The Council continues to face a very challenging financial outlook with savings of £21.2m to be delivered in 2015/16 and a further £69.8m to be delivered up to 2019/20 of which £13.7m had been identified.	CMT/ Corporate Director Resources	31/03/2016	<p>Actions Completed</p> <p>The Corporate Director Resources notes: “We are continuing to monitor the delivery of the 2015/16 budget and report the position regularly to Councillors. Overall the majority of savings will be delivered, however there are three areas where demand pressures are exceeding the budget including the use of demand led reserves – homelessness, children’s social care and IPTU. CLT/Finance are monitoring the position closely, particularly in respect of any impact on the</p>
	Action	The delivery of the 2015/16 budget will continue to be			

		monitored closely and reported to Councillors regularly. The need to deliver budgets has been reinforced by the issue of accountability letters to all Budget Managers, Heads of Service and Directors. Work has begun on developing a new strategic approach to the budget based around the delivery of a number of key strategic themes.			<p><i>development of the 2016/17 budget. Currently the 2016/17 budget build reflects the forecast, however any worsening in the position may require further changes to the budget proposals. The need to deliver budgets has been reinforced by the issue of accountability letters to all Budget Managers, Heads of Service and Directors – this process will be repeated for the 2016/17 budget .</i></p> <p><i>In relation to the 2016/17 budget proposals a new approach based around the delivery of a number of key strategic themes has been adopted – the key themes being Smarter, Sustainable and Different. Much greater focus has been placed on the underlying development of individual budget proposals at an early stage in the process. Feedback and comment from Budget Scrutiny reflects this improvement.”</i></p> <p>The recent Budget Monitoring audit report gives an audit opinion of Good .</p>
	Outcome	The outturn of the 2015/16 budget is in-line with the budget agreed by Councillors in February 2015. Accountability letters reflect agreement of the appropriate service budgets and responsibilities. Revisions to the 2016/17 budget build reflect the revised approach adopted to the development of the budget.			
6	Issue	The Governance and operation of MKSP has been subject to an external review which identified a number of shortcomings.	CMT	31/03/2016	Action Completed
	Action	The MKSP Board recommendations need to be progressed through the Council's decision making processes.			
	Outcome	Transition to new model completed			
7	Issue	The Risk Management Process needs strengthening and embedding through the organisation	CMT/Head of Insurance and Risk Management	31/12/2015 31/03/2017	Action in Progress Work is ongoing to ensure that the Risk Management Process is embedded across the Council. The revised Risk Strategy and policy were agreed at CLT on the 5th October. Corporate Strategic Risks have been reviewed by CLT and the Internal Audit Plan reconciled to those current risks. Following reconsideration of the issue risk champions have not been appointed with Directorate Management Teams
	Action	Develop the current Corporate Strategic Risks, specifying the owner of each. Develop the Risk Management			

		and Business Continuity Strategy. Appoint a 'risk champion' for service areas.			required to be accountable for effective risk management. An Internal Audit of Risk Management will be carried out in 2016/17 and an opinion will then be given regarding the improvements in the Risk Management Process. As a consequence the action date has been amended to 31/03/2017.
	Outcome	Risk Management and Business Continuity Strategy that aligns to the Council's objectives and risk appetite			
8	Issue	The Performance Management process is being reinforced to ensure CMT is fully sighted on organisational health and performance.	CMT/ Head of Policy & Performance	31/12/2015	Action Completed The Head of Policy and Performance notes: " <i>Monthly Performance Boards were introduced in April 2015, these are to ensure the Corporate Leadership Team is properly sighted on organisational health and performance. The model has two aspects – an inward looking element – covering people, finance, governance and our interface with customers (of all types) and an external service based element looking at performance of key services areas. Overall organisational performance is reported to O&SM Planning Committee on a quarterly basis.</i> "
	Action	Introduction of Performance Boards New reporting arrangements to Overview and Scrutiny Management Committee.			
	Outcome	New framework in place and embedded			