

1: Focusing on the purpose of the authority and on outcomes for the local community and creating and implementing a vision for the local area:							
Governance Issue	Improvement Action/s	Responsible Officer/s	Timescale	Quarter one progress	Quarter two progress	Quarter three progress	Quarter four progress
1a) Lack of a corporate performance improvement culture.	Element of Corporate Improvement Plan	Corporate Leadership Team	31/03/2010				

2: Members and Officers working together to achieve a common purpose with clearly defined functions and roles.							
Governance Issue	Improvement Action/s	Responsible Officer/s	Timescale	Quarter one progress	Quarter two progress	Quarter three progress	Quarter four progress
2a) Children's Services rated as 'inadequate' by Ofsted's Annual Performance Assessment.	CYPS Improvement Plan in development to improve service	Gail Tolley	To be agreed following approval from DCSF				
2b) Lack of collective political leadership in context of no overall control.	Constitutional Review commenced in 2008 to:	Head of Democratic Services	31/12/2009				
	1. Improve governance of no overall control	Head of Democratic Services	31/12/2009				
	2. Address anomalies within the constitution	Head of Democratic Services	31/12/2009				
	3. Prepare the council for the impact of new legislation	Head of Democratic Services	31/12/2009				
	4. Include the council's values in the constitution	Head of Democratic Services	31/12/2009				
	Improvement Board in place to improve collective political leadership	Head of Democratic Services	Ongoing				
2c) Large number of interim officers at senior level.	Recruitment of permanent Chief Executive and Corporate Directors	Head of H.R	Complete				
2d) Delays in recruitment process have negative implications for service delivery.	Implementation of Recruitment Improvement Plan	H.R Service Delivery Manager	31/03/2010				

2e) Lack of partnership governance arrangements	a.) Review of Partnership Governance	a.) Head of Democratic Services/ Head of Strategy and Regeneration	a.) Completed 31/03/2009				
	b.) Implementation of Partnership Governance Review Action Plan	b.) Head of Strategy and Regeneration	b.) 31/03/2010				
2f) Lack of clarity surrounding role and accountability of elected members.	Develop a series of job descriptions for elected members	Head of Democratic Services	31/03/2010				
2g) Absence of a protocol governing the relationship between the Leader and the Chief Executive	Utilise the unique opportunity of having a new Leader and new Chief Executive to develop a fit for purpose protocol	Head of Democratic Services	01/09/2009				
2h) Documentation of corporate financial arrangements is not fully adequate or comprehensive.	Establish and implement a project plan to review key documents	Corporate Director – Finance and Risk	01/04/2010				

2i) Poor compliance relating to payment of invoices	investigate reasons for poor compliance re. payment of invoices and improve support arrangements to managers	Corporate Director Finance and Risk	30/06/2009				
	In developing new improved arrangements for financial planning and budget monitoring ensure compliance issues are given high priority	Corporate Director Finance and Risk	30/06/2009				
2j) Weaknesses in Medium Term Financial Planning (MTFP) Arrangements	a.) Make proposals for, secure approval to MTFP	a.) Corporate Director Finance and Risk	a.) 30/06/2009				
	b.) Lead implementation of changes to MTFP arrangements	b.) Corporate Director Finance and Risk	b.) 01/02/2010				
2k) Budget Monitoring	Review format of reporting and ensure budget monitoring processes focus on issues of highest risk, and more closely link performance to financial control	Corporate Director Finance and Risk	First revised report to Cabinet in July 2009				
2l) Weaknesses identified in Capital Project Management	Element of Corporate Improvement Plan.	Corporate Leadership Team	31/03/2010				
Capital planning needs integrating more closely with Revenue planning	Lead and direct the work programme of the newly-created Asset Management Planning Group, leading to approval of asset management plans and the Capital Programme	Corporate Director Finance and Risk	From 01/05/2009				
2m) Financial management of key partnerships	a.) Initiate work with key partners to review the deployment of Area Based Grants	a.) Corporate Director – Finance and Risk	a.) 01/06/2009				
	b.) Develop a programme of activity to review systematically the financial management arrangements of the Council's key partnerships.	b.) Corporate Director Finance and Risk	b.) 31/10/2009				

3: Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour.

Governance Issue	Improvement Action/s	Responsible Officer/s	Timescale	Quarter one progress	Quarter two progress	Quarter three progress	Quarter four progress
3a) Governance of Member Complaints process	Review of processes and work plan of the Standards Committee to improve governance.	Head of Legal Services	31/07/2009				

4. Taking informed and transparent decisions which are subject to effective scrutiny and managing risk.

Governance Issue	Improvement Action/s	Responsible Officer/s	Timescale	Quarter one progress	Quarter two progress	Quarter three progress	Quarter four progress
4a) Risk management is not embedded across the organisation	To define and agree corporate strategic risks and ensure mitigation	Corporate Leadership Team	31/03/2010				
4b) Weaknesses in overview & scrutiny process	Review of overview and scrutiny process commenced in 2008	Head of Democratic Services	01/09/2009				
4c) Lack of awareness of Whistleblowing policy	Re-launch followed by ongoing publicity and monitoring of whistle blowing policy	Head of Audit and Risk Management	Re-Launch 30/06/09				
4d) Cabinet records of decision making are single option documents. Legal requirements necessitate publication of all options	Include options for decision making in cabinet papers	Head of Democratic Services	01/10/2009				

5: Developing the capacity and capability of members and officers to be effective.

Governance Issue	Improvement Action/s	Responsible Officer/s	Timescale	Quarter one progress	Quarter two progress	Quarter three progress	Quarter four progress
5a) Member Development Strategy requires updating	Review and update Member Development Strategy	Head of Democratic Services/ Head of Strategic H.R	31/10/2009				

6: Engaging with local people and other stakeholders to ensure robust public accountability.

Governance Issue	Improvement Action/s	Responsible Officer/s	Timescale	Quarter one progress	Quarter two progress	Quarter three progress	Quarter four progress
6a) Lack of a consistent corporate approach to community engagement.	a.) Element of Corporate Improvement Plan	a.) Head of Strategy and Regeneration	a.)31/03/2010				
	b.) Development of new communications strategy.	b.) Head of Corporate Communications	b.)31/03/10				

Key



This action is suffering severe delays - the issues arising are covered in the report



There are some issues with achieving this action - these are covered in the report



This action is on target/ has been completed