

ACTION PLAN – Implementation of recommendations from Grant Thornton Public Interest Report June 2016					
Recommendation	Actions undertaken to date	Further actions planned	Responsible Officer	Target Date	Progress/Comments
<b>Job Evaluation</b>					
1. The Council should reinforce existing guidance about the proper role of Members, particularly concerning the need for Members to avoid involvement in detailed operational matters.	<ul style="list-style-type: none"> <li>The Constitution was updated and strengthened (as approved by <a href="#">Full Council in November 2015</a>). This includes the Articles, Scheme of Delegation and Officer / Member Protocol.</li> <li>The Constitution, including Member / Officer Protocol, is reinforced annually as part of Member Induction.</li> </ul>	<ul style="list-style-type: none"> <li>Issue guidance to officers (Heads of Service and above) about the role of members to raise awareness of the respective roles and responsibilities.</li> </ul>	Director of Governance and Monitoring Officer	31 July 2016	
		<ul style="list-style-type: none"> <li>Promote statutory advice relating to specific member roles (such as Lead Member for Children's and Adults Services).</li> </ul>	Director of Governance and Monitoring Officer	31 July 2016	
		<ul style="list-style-type: none"> <li>Embed guidance on member roles and responsibilities in the project management toolkit.</li> </ul>	Director of Strategic Services and Organisational Development	31 August 2016	
		<ul style="list-style-type: none"> <li>Refresh and strengthen Departmental Schemes of Delegation, supported by clear communication to all 4<sup>th</sup> tier managers and above.</li> </ul>	Strategic Directors	30 November 2016	

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2. The Council should consider reviewing its project procurement and monitoring systems to ensure that appropriate decisions are made regarding externally commissioned services and adequate monitoring of risks and delivery is undertaken.		<ul style="list-style-type: none"> <li>Reinforce Senior Responsible Officer (SRO) responsibilities for all major projects to ensure appropriate consideration and mitigation to meet risk and procurement requirements.</li> <li>Ensure risk advice / templates in the project management toolkit mirrors strategic risk guidance (and vice versa).</li> <li>Review the Procurement Team control framework</li> </ul>	<p>Director of Governance and / Director of Finance</p> <p>Director of Strategic Services and Organisational Development</p> <p>Director of Finance</p>	<p>31 July 2016</p> <p>31 August 2016</p> <p>31 October 2016</p>	

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*Web Help*

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3. The Council should ensure that appropriate internal or external legal advice is sought in relations to contracts, particularly where a large-scale project or initiative is contemplated.	<ul style="list-style-type: none"> <li>The Legal Team has been restructured to provide more resource, clearer referral routes and oversight of advice.</li> <li>Contract and Procurement legal specialists are now employed in the Legal Team.</li> <li>Regeneration now funds one of these legal posts to undertake this role.</li> </ul>	No further actions planned.	N/A	N/A	
4. The Council should ensure that all legal advice is commissioned through the Council's Chief Legal Officer or her staff. Departments should not commission legal advice direct.	<ul style="list-style-type: none"> <li>All historic permissions to commission legal advice have been rescinded by the Director of Governance and Legal.</li> </ul>	No further actions planned.	N/A	N/A	



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6. The Council should review the quality of decision-making by the taxi-licensing Committee and take appropriate action if it becomes evident that poor decisions are being made by the Committee.	<ul style="list-style-type: none"> <li>Additional measures have been introduced to strengthen decision making as highlighted at (5).</li> <li>Annual training now includes a greater focus on safeguarding and public protection responsibilities.</li> <li>Membership of the Taxi Licensing Committee has been increased from three to five.</li> <li>Composition of the Sub-Committee is not published in advance.</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>	As Above	As Above	
7. The Council should consider, whether different administrative arrangements, are required to create confidence in the integrity of the taxi-licensing function.	<ul style="list-style-type: none"> <li>In May 2016, the Council agreed to commission a review of its Taxi Licensing function. Implementation of a revised scheme will be decided in November 2016, subject to consultation.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver action plan as agreed by <a href="#">Full Council in May 2016</a>, including a comprehensive review of the taxi licensing scheme.</li> </ul>	Strategic Director of Communities and Place	30 November 2016.	
<b>HRIS Payroll Project</b>					

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8. The Council should ensure that it reinforces the need for officers to observe the Council's Contract Procedure Rules, particularly the requirements to report all waivers to the Council's Accounts & Audit Committee.	<ul style="list-style-type: none"> <li>The Contract Procedure Rules and Standing Orders were reviewed on 22 July 2015.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver training for members of Audit and Accounts Committee to raise awareness of the Contract Procedure Rules.</li> </ul>	Director of Finance	July 2016 onwards	
	<ul style="list-style-type: none"> <li>Finance Procedure Rules were approved on 3 March 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the take-up of procurement e-learning across employees to ensure appropriate compliance.</li> </ul>	Director of Finance	30 September 2016	
	<ul style="list-style-type: none"> <li>Procurement online training has now been devised. This will be a mandatory course and will be rolled out to all staff for completion by September 2016.</li> <li>A contracts register is in place and subject to regular review by the Procurement Board.</li> </ul>	<ul style="list-style-type: none"> <li>Review the terms of reference for the Procurement Board to ensure its responsibilities reflect appropriate oversight and challenge.</li> </ul>	Director of Finance	30 September 2016	
9. The Council should ensure that it puts in place robust project management arrangements for all major projects, including appropriate consideration of the internal and external resources required to enable effective implementation.	<ul style="list-style-type: none"> <li>A review of projects has been carried out across all directorates.</li> </ul>	<ul style="list-style-type: none"> <li>Review and strengthen governance structures and accountabilities for the Delivering Differently Programme.</li> </ul>	Director of Strategic Services and Organisational Development	31 August 2016	
	<ul style="list-style-type: none"> <li>The corporate project management toolkit has been reinforced.</li> <li>Additional resource has been secured for the corporate project management team.</li> </ul>	<ul style="list-style-type: none"> <li>Review and update the project management toolkit to ensure it meets all required governance standards.</li> </ul>	Director of Strategic Services and Organisational Development	31 August 2016	

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<b><i>Political and Officer arrangements</i></b>					
10. The Council should ensure that clear guidance is issued regarding the operation of the political Cabinet (PCCM), to ensure that both officers and Members understand that it is not a constituted committee of the Council and has no authority to make decisions. It should also consider whether it is appropriate for officers to attend PCCM.		<ul style="list-style-type: none"> <li>Review the terms of reference for PCCM to clarify the remit and responsibilities of this group in light of good governance standards.</li> </ul>	Director of Governance and Monitoring Officer	31 July 2016	
		<ul style="list-style-type: none"> <li>Prepare and issue a guidance note to officers / members which reinforces appropriate roles and ensures accountabilities are understood and followed.</li> </ul>	Director of Governance and Monitoring Officer	31 July 2016	
		<ul style="list-style-type: none"> <li>Undertake an evaluation as to how PCCM is working in relation to the new terms of reference / guidance note to assess effectiveness.</li> </ul>	Director of Governance and Monitoring Officer	31 December 2016	



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11. The Council should develop guidance to ensure that persons who are not Members or officers do not attend Council meetings or access restricted papers, unless there are exceptional reasons why this is appropriate and a formal invitation has been extended to them.	<ul style="list-style-type: none"> <li>All Members are required to complete e-learning in respect of information governance (data protection and freedom of information) and information security;</li> <li>All Officers are required to complete e-learning in respect of information governance (data protection and freedom of information) and information security;</li> </ul>	<p>As above (10) and in addition:</p> <p>Regularly review and monitor the progress made by all Members and Officers to ensure training is completed within prescribed timeframes</p>	<p>As above (10).</p> <p>Director of Digital Services</p>	<p>As above (10):</p> <p>On-going review with quarterly reporting to the Leader of the Council, Group Leaders and Chief Officer Group.</p>	
12. Strategic Officers should be issued with clear guidance requiring them to report key strategic, legal and operational risks to the Corporate Management Team, to the Monitoring Officer as appropriate, and to Cabinet, in a timely manner.	<ul style="list-style-type: none"> <li>The Constitution was updated and strengthened (as approved by Full Council in November 2015). This includes the revised Scheme of Delegation for the Chief Officers</li> </ul>	<ul style="list-style-type: none"> <li>A personal code of conduct for Chief Officers will be issued in line with the existing constitutional framework</li> </ul>	<p>Director of Governance and Monitoring Officer</p>	31 July 2016	