

## IMPLEMENTATION PLAN

Item No	Recommendation	Priority rating	Planned action / response	Implementation date	Lead Officer	Wk stream	Current Status
<b>Specific Project Tasks</b>							
1. 8.1.1 RG	The Chief Executive and Director of Human Resources should determine whether any conduct investigations are warranted.	High	Evidence to be reviewed and conduct investigations instigated as necessary.	Dec 2010	JT	n/a	Action under conduct procedure ongoing.
2. 8.1.2 RG	Recruit an individual to take over the management of the children's services capital programme, setting up proper systems of control and management as well as identifying issues on other schemes.	High	Interim recruited from PWC	17/12/10	CD	n/a	Interim in post
3. 8.1.3 RG	Investigate whether there is any redress for the escalating costs of the temporary school.	Med	Documentation being reviewed, officers being interviewed and legal to be consulted. A report on the outcome will be prepared.	End March 2011	BH/DL	n/a	Review in progress.
4. 8.1.4 RG	Revisit the value for money assessments for the reviewed projects.	Low	Review the existing assessments and comment accordingly	September 2011	JA	n/a	Rescheduled implementation deadline to allow all necessary data to be collected. Timing to feed into External Audit VFM report.
5. 8.1.5 RG	Check that the Council has complied with the grant conditions and is not carrying any risk from having waived the contribution from the church schools	Low	All grant funding to be reviewed by the Business Partner - Financial Accounting, Treasury and Pension Fund.	Dec 2010	MB	n/a	Review complete - confirmed grant conditions complied with and there is no risk to the Council (to be confirmed by Legal).
<b>Contract Management Evidence Required:</b>							
6. 2. PWC	A clear approval date should be included within the Gateway documentation.	Low	Amendment of the commissioning form incorporated within the Gateway documentation, inclusive of Gateway 0, 1, 2 or any revisions so presented for approval within	June 2011	BH/DL	3	Amendment actioned. To be picked up as well by wider review of process.

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			delegated authority to include the approval date.				
7. 3. PWC  8.2.8 RG	The Instructing Department should be required to authorise all project Gateways.  The client service department should authorise the Gateway and any other commitments being made on their behalf	High	Currently AH signing off Gateway documentation on behalf of instructing department (Children's) but no specific place on forms. Revision to Gateway 0,1and 2 sign off page <b>to include</b> Budget Holder's signature that is to be sought in advance of submission to HoS or Director.	June 2011	BH/DL	3	Amendment actioned - a more comprehensive review of signatories is to be picked up by wider review of process.
8. 4. PWC	Any subsequent revisions to the Gateway documentation should be completed through the use of a dedicated revision form that documents the need for the revision and the cost and schedule implications	Med	A dedicated revision form will be used which documents the reasons for the revision and details all implications relating to that revision. In addition, the workstream 3 team will consider at what point in a project revisions to the gateway documentation should take place (eg once a certain level of instructed changes to the project have taken place, or if there is a material change to the project etc).	March 2011/ June 2011	BH/DL	3	These are currently being completed towards the end of a project rather than during the currency and this will be reconsidered as part of the wider project governance review.
9. 5. PWC	It should be ensured that appropriate contractual arrangements have been established prior to any project work actually commencing.	High	Process reiteration of instruction to all staff reminding the Client Representative that Pre Possession Agreements or similar contract documents <b>cannot</b> be issued to the constructor unless the approved Gateway 0, 1 or 2 is in place. Process known by staff and in place. Core Groups to align approval lead in time to project timetable. Framework core group to monitor and ensure that this is in place.	June 2011	BH/DL	3	Currently being actively managed by interim service heads.  Roles & responsibilities to be picked up as part of the wider project governance review.
10. 7.	The Gateway 2 documentation should include a provisional sum for works to be	High	All non-provisional sums (ie firmly costed works) to be included in	June 2011	BH/DL	3	Currently being actively managed by interim heads of

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PWC	completed directly by the Council and appropriate contingency for any risks transferred to the Council.		gateway whether in AMP, or direct works by the client. Provisional sums should also be included in the same way based on the best estimate. The uncertain element of the provisional sum to be transferred to the risk register with the appropriate contingency being allowed based on quantity and probability of occurrence.				service.  To be picked up as part of the wider review of project governance (workstream 3 – project governance).
11.9. PWC	The change order authorisation procedure should be appropriately used on all projects, including formal acceptance by the instructing party.	High	Remains subject to further process reviews to fully meet this recommendation. The change procedure will be revised to ensure that appropriate authorisation by the budget holder is in place. The exact detail of this will be considered in workstream 3 of the capital programme review.	June 2011	BH/DL	3	Currently being actively managed by interim heads of service.  To be picked up as part of the wider review of project governance.
12.13. PWC	It should be ensured that all change orders instructed by Schools are collated and recharged where appropriate. (6.3 In reviewing the final accounts for Park & Cannons (ii) we did not identify any evidence that the Council had actively sought to recharge the School for changes directly requested by the school)	Med	Any changes required by the school will be processed in the same way as all other project changes. Where appropriate and agreed by the school and budget holder, the payment for the change will be transferred prior to work talking place such that it is held within the central budget. Authorisation by the budget holder as details in the above recommendation will ensure that the controls are in place. This will be established within the new process resulting from the project governance workstream 3 review.	June 2011	BH/DL	3	Currently being actively managed by interim heads of service.  To be picked up as part of the wider review of project governance.
13.14. PWC	An internal project completion procedure should be established which requires the authorization of the instructing department prior to Property Services	Med	Formal project close out procedures to be considered as part of workstream 3 (project governance) and will include the	June 2011	BH/DL	3	Currently being actively managed by interim heads of service. To be picked up as part of the

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	formally signing off projects.		relevant authorisation from the budget holder as well as consultation with the relevant stakeholders.				wider review of project governance.
14. 20. PWC	An up to date risk register should be maintained throughout all projects & schemes.	High	Review of risk register to be carried out as part of the Core Group agenda. The contents of the risk register will be reviewed as part of the workstream 3 project governance to ensure that all possible risks are considered with appropriate contingency and mitigation measures in place.	June 2010	BH/DL	3	Currently being actively managed by interim heads of service.  To be picked up as part of the wider review of project governance.
15. 16. PWC	Adopt a consistent project filing system for papers & electronic records in C&E	High	Consistent approach to document handling and filing to be adopted as part of the wider review of the Property Service function within C & E. The exact procedures are to be considered by workstream 3, and will compliment the wider council project management procedures wherever practicable.	June 2011	BH/DL	n/a	Wider service review commenced.
<b>Financial Management</b>							
16. 8.3.3 RG	Review the process for issuing codes.	High	Process to be reviewed.	Jan 2011	MB	n/a	Review complete – codes to be provided only once scheme has received appropriate approvals. To be added to Capital Project Approval 2011/12 document.
17. 8.3.5 RG	Review, clarify and communicate how contracts and capital schemes should be committed within SAP.	Med	All capital scheme managers provided with refresher training in May/June 2010 and reminded of the need to raise purchase orders in SAP in advance of any work commencing. Also covered in 1:1s with Finance Officers.	July 2011	JA  (NH/KH to lead)	n/a	Further training is required for both finance staff and capital managers, this includes budget managers and project managers - this will take place on a compulsory basis once wider issues have been clarified.
18. 8.3.6 RG	The monitoring system should provide for the facility: to allocate the budget across key	Low	SAP has been amended to allow the use of sub-codes for capital schemes to aid monitoring.	April 2011	MB  JH to	n/a	Complete.  . To review budget control to

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	<p>headings, which will provide more information for budget monitoring and control purposes;</p> <p>to show the schemes' budget across financial years from inception, in order to have a complete overview of a scheme both approved budget and costs incurred</p>		<p>It is possible to show scheme budgets across financial years in SAP. The cabinet report on the 2011-12 to 2015-16 capital programme will show scheme budgets across years where information is available. Monitoring reports are being altered to include pre year, current and future year spend.</p>	<p>Operative from April for 11/12 programme Monitoring report changes will be in report to Cabinet Sept 2011 (quarter 1)</p>	<p>lead SAP review</p>		<p>consider whether it is working/adding value.. . ( This is in place – but has not been required yet for new schemes)</p>
19. 8.3.7 RG	<p>Consider the cost benefit of being able to profile the budget across quarters – this will enable the financial information to be integrated with the cash flow within the AMP and provide information for treasury management purposes.</p>	Low	<p>Further work is required to investigate how this process can be implemented on SAP</p> <p>To be undertaken in conjunction with Interim Head of Property.</p>	September 2011	JA	n/a	<p>More work is required to assess the benefits of profiling and how this could be achieved in SAP.</p>
20. 8.3.10 RG	<p>Consider putting in place some checks and balances based on such things as: Exception reports, where purchase orders are declined for insufficient budgets, so that Finance can use these at monthly monitoring meetings and alert senior managers;</p> <p>Exception reports where the purchase order date is the same as or after the invoice date;</p> <p>Reports on blocked invoices;</p> <p>Reviews of transfers; and</p> <p>A requirement to complete a post completion report once the budget has been fully committed.</p>	Low	<p>Reminders have already been issued to all SAP users on the importance of raising purchase orders in advance.</p> <p>Controls on expenditure to be reviewed for efficacy in controlling budgets as per 18 above.</p> <p>Exception reports being produced by CAP/CAR.</p> <p>As part of the procurement project, additional checks and controls will be put in place in relation to purchase orders.</p> <p>(Not all points in recommendation appear to be covered.)</p>	<p>Compliance systems to be developed during 2011-12</p>	<p>JA</p> <p>Finance BPs to liaise with Shared Services</p> <p>LD CAP/CAR</p> <p>VD Procurement</p>	n/a	<p>Exception reports are now being issued to managers on a regular basis on purchase orders – need to ensure Shared Services and Finance are joined up.</p> <p>Journal controls have been enhanced.</p> <p>Finance Business Partners to bring together in one response monthly to Corporate Directors.</p> <p>NB, Post Completion Reports are responsibility of C&amp;E and not Finance.</p>
21. 8.3.14 RG	<p>Where projections are not provided by budget holders, this should be escalated and be presented as “budget holder has not provided a projection”.</p>	Low	Agreed	Jan 2011	MB	n/a	<p>Complete – FBPs are ensuring that forecasts are completed. Where they are not this will be escalated by FBPs to JH +</p>

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							Corporate Director on a monthly basis (not yet happened)
22. 1. PWC	A single Master code should be established for each project with appropriate sub-codes that allow an analysis of sub-categories of costs as required.	High	To affect this the Capital Scheme must be constructed to show all relevant funding streams and there must be a transparent process to show how this has been authorised and agreed. Commissioning form to record Master and sub-codes for the project. Commissioning pro-forma to be signed by Budget Holder to verify code and budget amount(s). Budget amounts to be <u>clear</u> on inclusive or exclusive of fees (both internal and external).	April 2011 ie in relation to 11/12 capital programme.	MB	n/a	Complete.  (Relates to funding streams.)  To be applied to 11/12 schemes
23. 19. PWC	Comprehensive and contemporaneous project finance reports should be produced for all projects which specifically detail budgeted cost, actual cost to date, committed costs and a forecast outturn. It should be ensured that such reports are actively discussed and considered at core project meetings as a matter of course.	High	Ensure the use of project cash flow – to be produced by the constructor that aligns with the project programme and is reviewed as part of; <ol style="list-style-type: none"> <li>1. The project Core Group agenda</li> <li>2. Presented to the Budget Holder</li> <li>3. Use of SAP to monitor commitment and spend from SAP by the Budget Holder.</li> <li>4. Capital Forum</li> </ol>	April 2011 to introduce meetings with finance, budget holders and project managers as appropriate.  Systems for reporting being rolled out by Project Management Office. ( date for implementation to be agreed)	JA  JH to lead	n/a	There is a need to introduce more effective project reporting to sit alongside finance reporting (as for transformation programme).  Finance to make more use of spend to date information and compare this with project management reports.

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24. 11. PWC	Project costs should be coded to the appropriate project code. (6.3 i) we noted that there was a different finance code utilised for the final account settlements for both schools. In both instances the code utilised was Whitmore High.)	High	Accountability for cost codes will be clearly allocated to budget holders, and they will be responsible for Purchase Orders and invoice processing. Appropriate training will be given to ensure that they understand their responsibilities and the implications of miscoding. Close working relationships between budget holders and the finance team will assist in ensuring no deviance takes place. Workstream 2 will consider the processes currently in place to ensure that any obstacles to required flexibilities to make this workable are addressed.	June 2011	BH/DL	3	This is currently being actively managed by budget holders. Rationalisation of the input of purchase orders and better budgeting will assist to ensure the need for miscoding is removed. These will be considered as part of workstream 2 and 3 relating to the financial control of the projects.
25. 8.3.9 RG	The overall programme, coding and monitoring should be focused on schemes/projects rather than funding streams.	Med	The cabinet report on the 2011-12 to 2015-16 capital programme will show total scheme budgets, and monitoring reports will report at scheme level ( already implemented).	Monitoring report changes 2010 -11 (quarter 3) shows scheme level.	MB	n/a	Complete  <b>Evidence: Cabinet report</b>
26. 8.3.18 + 8.3.19 RG	The capital budget monitoring to members should present the whole programme across the financial years of the approved programme, and include sufficient information to facilitate proper challenge and scrutiny.	Med I	The cabinet report on the 2011-12 to 2015-16 capital programme will show total scheme budgets, and monitoring reports will be enhanced during 2011-12.	Monitoring report changes September 2011 (quarter 1) CSB from April	MB  HS to lead	n/a	On target  <b>Evidence: Cabinet report</b>
27. 8.3.20 RG	Review all grants schemes being developed or in the pipeline having regard to funding risks, ongoing revenue implications and grant conditions/penalties.	Medium	This will be addressed in the decision making process for business cases with the template designed to identify/quantify these issues/risks.	July 2011	CSB	2/3	Workstreams 2 & 3 established
<b>Governance</b>							
28. 8. PWC	The Council must ensure that a comprehensive understanding of the contractual arrangements with Kier/new contractor is established through a review	Low	This was clearly set out in Cabinet reports for procurement of both Kier and Apollo and the Terms and Conditions of the	June 2011	BH/DL	n/a	Wider service review commenced.

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8.2.1 RG	<p>of the existing contract. This will ensure that the Council is maximising the opportunities to achieve value for money within the framework of the current contract.</p> <p>Assure itself that the current Partnership arrangement delivers value for money, having regard to all the costs incurred in this arrangement and the way that the Partnership is operated.</p>		<p>contract made available to staff at the time.</p> <p>This will be picked up through the review and restructuring of the Property Service function to meet the ongoing needs of the Council. Includes a fundamental review of the existing procurement arrangements so that the service can be redesigned to drive value for money in the delivery of construction requirements to meet the Council's need for accommodation.</p> <p>A desktop review of the Gardiner &amp; Theobald sign off of the Whitmore School has been undertaken and the results are positive.</p>				
29. 8.2.3 RG	<p>Review the expectations from the Strategic Partnership Board and Contract Management Group, ensuring these are fit for purpose and their role clearly understood within the organisation. A more formal monitor of all projects using key indicators should be used.</p>	Medium	<p>This will be addressed as part of the review of corporate and project governance arrangements</p>	June 2011	BH	2/3	Workstreams 2 & 3 established.
30. 8.2.4 RG	<p>Review the operation and performance management of the Special Projects Team, including: the application of clear and consistent procedures; formal reporting to the client on a regular basis; and ensuring that there is an overall high level schedule being reported on key aspects of each project and that this is used for exception reporting and discussion.</p>	Medium	<p>This will be picked up through a combination of a review and restructuring of the Property Service function to meet the ongoing needs of the Council and updated corporate and project governance through workstreams 2 and 3.</p>	June 2011	BH/DL	2/3	Wider service review commenced and workstreams 2 and 3 established.
31. 17.	<p>A clear governance structure and chart of responsibilities should be agreed for each</p>	High	<p>The project governance processes and procedures will be</p>	May2011	BH/DL	3	Workstream 3 established – being actively managed by



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PWC	project managed by C&E.		reconsidered as part of the workstream 3 review. Clear roles and responsibilities will be generated as part of all processes and procedures relating to this and the other workstreams as applicable carefully considering the interfaces between project management and financial control or projects.				interim service heads.
32. 15. PWC	A review of the existing documented procedures within C&E should be undertaken.	Med	This will be picked up through a combination of a review and restructuring of the Property Service function to meet the ongoing needs of the Council and updated corporate and project governance through workstreams 2 and 3. It should be noted that the Gateway process was subject to an Internal Audit review dated 21/07/2010 with recommendations discharged.	June 2011	BH/DL	3	Wider service review commenced and workstream 3 established.
33. HP	Review what is reported to members & CSB, and its completeness, relevance and accessibility.	High	This is being picked up by the review of corporate governance which will establish updated and appropriate arrangements for the monitoring and reporting of information in respect of capital projects across the Council.	June 2011	CSB	2	Workstreams 2&3 established
34. HP	Consider the future roles of Internal Audit & the Overview & Scrutiny Committee in monitoring what is reported to CSB and Members.	Medium	Internal audit to review 33 above, involving O&S as appropriate	After June 2011	TW	n/a	IA review will take place once recommendation 33 implemented
35. HP	Review the Council's governance structure to ensure that member time is focussed on priority areas.	Low	Undertake comprehensive Governance/assurance review, for consideration by CSB.	To be determined by CSB	HP	n/a	CSB initial consideration 16/03/11

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36. 8.2.2 RG	Review project governance structures with its Construction Partner to ensure these are concise and clear, making any necessary changes to agreed documentation as a result. This should complement the expectations within the Council's governance framework.	Medium	This is being picked up through the review of the Property Service function and the project governance workstream. Any additional requirements from the Constructor will be agreed and incorporated into the Contract where necessary.	June 2011	BH/DL	3	Wider service review commenced and workstream 3 established.
37. 8.2.5 RG	Create an exemption process with senior management sign off for when agreed processes are not being followed due to practicalities in delivery e.g. starting on site.	Medium	To be picked up through workstreams 2 & 3 and covered in revised Financial Regulations.	June 2011	BH/DL	2/3	Workstreams 2 & 3 established.
38. 8.2.6 RG	Clearly set out & reconcile with the financial regulations the authority to sign prepossession agreements, agree and sign AMP documents, and issue briefs and budget codes.	Med	To be picked up through workstreams 2 & 3 and covered in revised Financial Regulations.  Scheme of delegation to be revised and reissued to capture these activities. Ensure Financial Procedures to support the end to end process are issued which support the Financial Regulations	June 2011  April 2011	BH/DL  JA  JH to lead	2/3	Workstreams 2 & 3 established.  In progress
39. 8.2.7 RG	Incorporate into the Financial Regulations contract authorisation arrangements in relation to the Construction Partnership.	Med	Full review of financial regulations to be carried out – to be reported to Cabinet in May. Full Council approval required in July.	July 2011	JA  JH to lead	n/a	In progress
40. 8.3.1 RG	Clearly set out within the Council's Governance documents, the arrangements for agreeing the details of the Capital Programme at scheme and project level e.g. Cabinet, Portfolio or Director decision.	Medium	Once all work completed this will be reflected in the constitution.	September 2011	HP	n/a	
41. 8.3.2 RG	Combine the scheme identification and business case processes which form part of the capital budget development with the Gateway 1 and 2 processes in order to have an integrated process that:	Medium	This is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through	June 2011	BH/DL	2/3	Workstream 2 & 3 established and being actively managed by interim service heads.

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	improves cost estimates, provides for feasibility studies where appropriate, avoids duplication, and ensures that there is a single view of the overall budget and funding available and that expenditure is kept in line with this.		workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion.				
42. 8.3.4 RG	Business cases should be required to include information about the complete scheme, irrespective of funding, as well as ongoing revenue implications. Consideration should be given to completing these prior to the Cabinet agreeing the Capital Programme in order to inform decision making.	High	As above this is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion.	June 2011	BH/DL	2/3	Workstream 2 & 3 established and being actively managed by interim service heads.
43. 8.3.8 RG	The Capital Programme procedure notes to support the Financial Regulations need to be reviewed in the light of what has happened, to include roles and responsibilities and the approval of virements. These procedures notes should make as much use of flowcharts as possible to ensure clarity and ease of reading.	Medium	The Capital Programme procedure notes will be revised and reissued.	May 2011	JA  NH to lead	n/a	Training presentation to be updated and appended to procedure notes – however this is dependent on wider changes being clarified
44. 8.3.11 RG	Agree terms of reference for the Capital Forum if it continues to exist along with a clearly defined corporate responsibility and clarity as to the role of attendees and the Chairman.	Medium	Again this is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring	June 2011	BH/DL	2	Workstream 2 & 3 established and being actively managed by interim service heads.

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			correct strategies and selections of projects, and efficient and comprehensive project management to completion. A Project Mandate has been agreed by CSB and a P1D in development to come to CSB in Feb 2011.				
45. 8.3.12 RG	Review membership of the Forum to ensure it is appropriate having regard to the terms of reference.	Medium	As above.	June 2011	BH/DL	2	Workstream 2 & 3 established and being actively managed by interim service heads.
46. 8.3.13 RG	The Capital Forum should consider undertaking detailed project reviews on a cyclical risk based approach having particular regard to rephased projects. This should consider project milestones.	Medium	As above.	June 2011	BH/DL	2	Workstream 2 & 3 established and being actively managed by interim service heads.
47. 8.3.15 RG	The monitoring schedules should incorporate intelligence from the cash flow and milestones within the projects.	Low	Monitoring schedules should include comments on actual spend to date and achievement of key project milestones. More work is required to understand the resources required to support this and establish a suitable procedure.	April 2011 – on risk assessed projects	JA JH to lead	n/a	Need to decide how project management information will be collected and reported alongside financial information.
48. 8.3.16 RG	There needs to be more involvement of senior management in capital monitoring, which at present appears focused on the client service representative, the Capital Forum and Cabinet. There should be reviews at both departmental and corporate management levels.	High	As above this is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion.	June 2011	BH/DL	2	Workstream 2 & 3 established and being actively managed by interim service heads.
49. 8.3.17 RG	Finance should review the current support provided to the capital programme to ensure there is clarity of roles,	Med	Roles have been clarified within Finance. This needs to align with the wider review of governance	April 2011	MB	n/a	New process being developed for 2011/12 with IA input – in draft.

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	expectations are clear and there is adequate strategic oversight.		for the capital programme to ensure that all involved have a clear understanding of the requirements				
50. 8.4.1 RG	Review the adequacy of the corporate reporting and monitoring of strategic, high profile projects.	High	As above this is a wide ranging requirement which is affected by project processes from conception to completion. All aspects will be picked up through workstreams 1, 2 & 3 with the detailed processes and procedures and resulting roles and responsibilities ensuring correct strategies and selections of projects, and efficient and comprehensive project management to completion.	June 2011	BH/DL	2	Workstream 2 & 3 established and being actively managed by interim service heads.
51. 8.4.2 RG	Reinforce its expectations of project management methodology being used on capital projects.	High	As above	June 2011	CSB	2	Workstream 2 & 3 established and being actively managed by interim service heads.
52. 8.5.1 RG	Address purchase orders not being raised or being raised after invoices have been received. In addressing this, the Council should consider the approach to adopt, because the inclusion of commitments is only of value in monitoring and checking, if there is clarity about timescales and deliverables. By way of illustration, a project which has a commitment showing 80% of spend, could still be overspent, if spend is expected to be evenly incurred and the commitment is only up to period 6.	Medium	Reminders have already been issued to all SAP users on the importance of raising purchase orders in advance.  As part of the procurement project, additional checks and controls will be put in place in relation to purchase orders.	Compliance systems to be developed during 2011-12	JA  Finance BPs to liaise with Shared Services	n/a	Reports are now being issued to managers on a regular basis on purchase orders – need to ensure Shared Services and Finance are joined up. Ensure one compliance report that covers everything goes to DMTs for discussion/action.
<b>Organisational Development</b>							
53. 8.5.2 RG	Implement in the CS and C&E teams performance management of individuals using regular 1:1s and IPADs.	High	All mid-year reviews in P&I completed Jan 2011. 1:1 in place.	June 2011 and Ongoing	CD & BH	n/a	Action being taken in both CS and C&E to ensure that staff in the teams concerned all have up to date IPAD's and regular 1:2:1 meetings.
54.	Develop a shared understanding of	Medium	Commission an OD project for all	June 2011	BH/DL	2	Workstream 2 established

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HP	appropriate senior officer oversight and reporting of work undertaken by junior staff.		managers. To be picked up as part of workstream 2.				
55. HP	Consider how to support & develop management accountability	Medium	To be considered at CSB awayday, but start by agreeing action points & action owners at CSB.	Jan 2011 and ongoing	CSB	n/a	A new emphasis on compliance was agreed at the CSB awayday to be piloted as part of the procurement imitative.
56. 8.5.3 RG	Consider what action is needed specifically and more generally to ensure that individuals comply with controls and the responsibilities as set out eg in the Financial Regulations. This includes taking proactive action when there is evidence of issues of concern or failure to comply with the relevant systems and procedures. The overriding objective should be to promote the best interests of the Council.	Low	To be consider at the next CGG meeting early April.	July 2011	CGG	n/a	
57. 6. PWC	An assessment of the quality of advice provided by G&T (cost consultants) for the school capital programme should be undertaken.	Medium	The action arises from a potential discrepancy between planned and built floor areas. Action being taken to identify the correct figures, a decision can then be taken on appropriate follow up action in terms of an assessment of the quality of the advice given.	June 2011	BH/DL	n/a	In progress
58. 18 PWC	It should be ensured that job descriptions for all individuals across the Council are appropriate and up to date.	Medium	The roles and responsibilities resulting from the review will need to be incorporated into job descriptions as appropriate.	September 2011	BH/DL  CSB	n/a	Management responsibility HR to advice accordingly.  Wider implications across the council to be considered.
59. 22 PWC	A comprehensive communication plan should be developed.	Medium	A specific action through workstreams 2 and 3 will be to devise a strategy and action plan for both communication and training across the Council on the updated arrangements for managing projects.	June 2011	BH/DL	2/3	Workstreams 2 & 3 established.
60. 23. PWC	The Council should consider introducing a programme of independent project assurance that would provide assurance	Medium	Systematic annual process to be set up for peer group review of a randomly chosen sample of	June 2011	BH/DL	2/3	Workstreams 2 & 3 established.

	that projects are being managed in accordance with the Council's established procedures and also highlight opportunities to share best practice amongst projects and departments.		projects across the Council.				
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**KEY**

MB	Corporate Director Finance (now left)
JA	New Director of Finance
BH	Corporate Director Community & Environment
CD	Corporate Director Children's
HP	Director of Legal & Governance Service
TW	Assistant Chief Executive
JH	Divisional Director of Finance & Procurement
DL	Interim Head of Property (Community & Environment)
AH	Interim School Capital Programme Team Manager (Children's Services)
HS	Business Partner - Financial Accounting, Treasury and Pension Fund
KH	Finance Business Partner Community & Environment
LD	Service Manager - Pensions & Corporate Accounts Payable Receivable
VD	Service Manager - Procurement
NH	Interim Capital Project Manager (Finance)
CSB	Corporate Strategy Board
CGG	Corporate Governance Group
CAP/CAR	Corporate Accounts Payable/Receivable