

	Improvement required	Action planned	By when	Owner	Progress
1.	Members and officers modelling the values and behaviours expected and clear about the processes to follow if they have concerns.	Supporting implementation of the revised constitution and codes which provide clearer information, a communication and training programme will be delivered for both members and officers.	End July 17	CW	Achieved - Member code adopted may 2017, training provide as part of committee induction for municipal year, training to clerks and parish councillors also provided. In progress - employee code of conduct in consultation scheduled for approval end Jan 18.
2.	The council's commitment to openness and the public interest is not always clear in its decision-making.	New guidance on access to information is included in the revised constitution.	19/05/17	CW	Achieved – training also provided
		Guidance on public interest will form part of training to report authors and decision-makers	End July 17	AB	Achieved – guidance included in report writing guide and included in training sessions.
		Guidance on report writing will provide clarity on expected report content and the requirements for compliance with all the principles of good decision making to be demonstrated	End July 17	AB	Achieved – report writing guide produced and published on the intranet. Promoted through training and now, with the benefit of six-months of use, is being reviewed to ensure it is fit for purpose.
3.	Channels of communication with the community and stakeholders are not always clear and there are inconsistent approaches to consultation.	Supporting the communication strategy and protocols, consultation and engagement standards will be established	End Nov 17	DE	In progress: revised target date of February 2018 - a revised internal consultation process and guidance for staff has been drafted to ensure a consistent approach across the organisation and is scheduled for consideration by Management Board in January 2018 for implementation in February 2018.
		Communications training for staff and members delivered	End March	NS	In progress - First tranche of training with key communications

			18 then ongoing		<p>staff (including public health, regulatory and development control, and environment and waste) delivered in December 2017.</p> <p>Communications training for committee chairmen delivered in September 2017.</p> <p>Programme for further training for senior management and members to be confirmed in the new year.</p>
4.	Links between the various visions, budget and service planning and commissioning, risk management, performance and value for money are not consistently demonstrated or measured	Seek to agree consolidated vision through development of corporate delivery plan 2018/19	March 18	AN	In progress.
		Supplement the performance, risk and opportunity management framework with some clearer guidance on service and project planning to ensure these links are made effectively and consistently; to ensure risk is consistently recorded and used to inform decision making; and to ensure outcomes are measured and reported	Sept 17	RB	<p>In progress: revised target date for completion February 18 - service planning guidance was agreed by Management Board in October. Project planning guidance has been produced and will be finalised following system testing during December. It consists of an eight stage process designed to provide the required oversight and assurance at specific points.</p> <p>An update of the PROM is scheduled for Cabinet consideration in February 2018.</p>
		End of year/annual report to highlight the impact of activities	July 17	RB	Achieved - the Annual Report 2016/17 was approved by Cabinet on 22 June 2017, and can be found on the Council's website using the following link: Annual Performance Report 2016/17
		Revised commercial and commissioning strategy adopted, communicated and monitored to ensure	Sept 17	NS	In progress: revised target date for completion February 2018 -

		contractual arrangements reflect the council's priorities and can demonstrate value for money.			Procurement and Commissioning Strategy drafted and currently being reviewed internally; scheduled for cabinet member approval in February 2018.
		Options appraisal to establish whether a course of action represents best use of resources, to be a consistent element of business cases informing decisions	Sept 17	AL	In progress, revised target date for completion March 2018 to allow for the lessons to be learnt from the Internal Control Improvement Board to be incorporated.
5.	The level of awareness of fraud risk and potential mitigation is low in areas outside of financial transaction service areas.	The anti-fraud and corruption policy will be reviewed and refreshed	July 17	AL	Achieved – revised anti-fraud, bribery and corruption policy approved by Audit & Governance Committee in July 2017.
		Communication and training of the revised policy will be delivered	Dec 17	AL	In progress.
6.	There is some evidence from internal audit findings that policies and procedures are not always understood/followed.	Establish a register of policies and procedures which identifies the policy/procedure, policy owner, scope of policy, approval date, review date, and monitoring arrangement.	Dec 17	CT	Achieved. A register has been established on the council's intranet and the policies it contains are also available on the council's website at: policies . Employees are able to self-serve adding policies and procedures to the register and the directorate performance leads are working with their teams to ensure the register is complete.
		Following above action, establish programme to review all policies and procedures to ensure they are relevant, have clear processes for communication to employees, and compliance is monitored appropriately	March 18	CT	Based on a review of the populated register a prioritised programme will be developed and begin to be implemented by the end of March 2018, to ensure that each document entered on the register has been reviewed by its owner and approved through the appropriate governance process.

					<p>Because of the need to prepare for the implementation of the General Data Protection Regulations in May 2018 the review programme will need to be delivered over a period of time – however priority will be given to those policies and procedures where risks associated with non-compliance are the greatest.</p> <p>As policies are taken through the assurance process the communications requirements for each will be confirmed (eg part of induction or mandatory training, staff to be targeted, general communications or requirement for periodic communications updates)</p>
7.	There is a risk that partnerships' governance arrangements don't fully reflect the principles of the revised code of corporate governance.	Significant partnerships have been identified and initial self-assessments undertaken. These will be discussed with the relevant partners and, as part of those discussions improvement actions to mitigate any risks identified will be agreed. This review process will become business as usual going forward.	Ongoing	AB	The approved framework is available on the website together with a register of the council's identified strategic partnerships. The second round of reviews will begin in January and inform improvement actions within directorates.

Action owners:

RB – Assistant director environment and place

AB – Head of corporate governance

DE – Interim assistant director commissioning and transformation

AL – Chief finance officer

AN – Chief executive

NS – Assistant director communities

CT – Equality, resilience and information compliance manager

CW – Solicitor to the council