

	Action	Lead	Progress
1.	The disciplinary investigation by instituted.	Alan McLaughlin/Gi Cheesman	Completed. The recommendation made by the Crookall Review has been followed through. The investigation was led by an independent, external HR specialist. His report, finding there was no cause for further action, was presented to the Chief Executive as Head of Paid Service, who has accepted the findings and advised relevant officers accordingly.
2.	Member Development Policy Group be asked to give consideration to the suggested actions in respect of member training, support and development, and bring forward an action plan to Cabinet.	Chris Bull/Alan McLaughlin	In liaison with the Member Development Policy Group negotiations are underway with the Leadership Centre for Local Government to provide facilitation of this work, to be linked with the overall organisational development programme. There will be elements of joint activity with the PCT Non Executive Directors to support a shared understanding of the priorities and opportunities for improved outcomes across both organisations.
3.	Consideration be given to the suggested actions in respect of: <ul style="list-style-type: none"> • The structure for management and effective deployment of the key corporate resources. • The development and team building of the senior management teams of the council. 	Chris Bull	<ul style="list-style-type: none"> • A unified senior management structure has been developed – full implementation is expected by the end of July 2008. • In the interim, existing senior management teams of council and PCT are working together as a Joint Management Team. • Further organisational development work in support of this, and other recommendations, will be progressed with facilitation from an external partner (currently out to tender).
4.	Consideration be given to how best to re-establish trust and confidence between members and officers, and between officers and officers, based on an approach which encourages appropriate challenge, resolves issues with a way forward that is supported by all, and creates the discipline to follow through and abide by decisions taken.	Chris Bull	To be progressed through organisational development and member development work mentioned above, ensuring both dovetail throughout the respective processes.
5.	Consideration be given to the suggested actions in respect	Sonia Rees	<ul style="list-style-type: none"> • Restructuring proposals for Audit Services have been

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	<p>of:</p> <ul style="list-style-type: none"> • The need for additional specialist audit ICT resource • Proposals for strengthening the strategic procurement function • Proposals for appropriate financing models for corporate services <p>and bring forward an action plan to CMB.</p>		<p>agreed; change management process and staff recruitment to be completed by the end of April 2008 – temporary staff arrangements have been put in place in the interim to increase capacity, with support from Audit colleagues in the PCT.</p> <ul style="list-style-type: none"> • Procurement posts across the authority have been identified. Working with the West Midlands Centre of Excellence, proposals are being developed to make better use of existing resource and to increase contract procedure monitoring. This work will also seek to establish benefits to be gained from creating a unified council/PCT procurement function. • Revised service level agreement for corporate services is currently being piloted in Environment Directorate before roll-out for 2008/09. Further consideration is to be given to financing models as part of the overall council/PCT shared services agenda.
6.	<p>The relevant professional officers (Monitoring Officer, Section 151 Officer, Interim Head of Human Resources) be asked to lead reviews of the Council's procedures and protocols, and the corporate rules, standards and processes to ensure they are fit for purpose, proportionate and workable. Review programmes to be reported to CMB.</p>	Chris Bull	<ul style="list-style-type: none"> • An action plan has been drafted and lead officers identified. • A policy approval procedure has been drafted to support consistency in policy and procedure development, communication and embedding. • With the support of a project manager, lead officers are developing review programmes, prioritised in relation to risk, to be implemented over a 12 month period. • A report on amendments to the Financial and Contracting procedures within the constitution was approved by Council at its meeting of 7th March. A Financial Management Training programme will begin in April. • Clear guidance on claiming/authorisation of expenses and of overseas trips has been issued.
7.	<p>Consideration be given to the suggested actions in respect of refreshing and embedding an effective performance management culture, and an action plan brought forward</p>	Gi Cheesman	<p>Being progressed through the review of policies and procedures, and the organisational development activity outlined above.</p>

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	to CMB.		
8.	CMB be asked to review the membership/chairmanship of the Information Policy Group (IPG).	Chris Bull	Completed. Membership has been amended to increase representation from service areas and to include legal and policy specialists. Revised chairmanship arrangements have been agreed.
9.	The refreshed IPG be asked to consider the suggested actions in respect of group governance arrangements and to report back on action taken to CMB.	Chris Bull	Completed. Terms of Reference have been reviewed, and Audit Services have been asked to build into their work programme a periodic review of IPG assessment and approval processes to provide continuing quality assurance.
10.	Consideration be given to the suggested action in respect of establishing value for money in relation to the community network, and an action plan taken to CMB. (NB Action to progress a value for money study, to be undertaken by SOCITM, has now been agreed with the Director of Resources)	Geoff Cole	The value for money and benchmarking study has been completed by SOCITM, and is currently with the Audit Commission. The overall findings are that: <ul style="list-style-type: none"> • The contract is comparable to others • There is no evidence that it is overpriced • It has delivered what it set out to • The unit costs in 2006/07 are lower cost than some others and close to the median. Consideration is being given to next steps to ensure continuing value for money is maintained, and the contract is used to secure maximum efficiency.
11.	Clear guidelines be established and embedded in respect of close personal line management relationships.	Gi Cheesman	Policy being developed – to follow approval procedure outlined in 6 above
12.	Consideration be given to the suggested actions in relation to officer training and development needs, and an action plan be brought to CMB.	Gi Cheesman	Requirements are being considered both as part of the policy review process, and within the organisational development process.
13.	A programme of awareness-raising and training across the council be implemented to ensure the Whistleblowing Policy is clearly understood, accessible and implemented consistently. throughout the organisation.	Alan McLaughlin	<ul style="list-style-type: none"> • Further print run of leaflets undertaken. • Officer seminar/briefing has been arranged for key managers.