

Actions outstanding as at January 2011 to implement KPMG and Review Working Group Recommendations

**As agreed at
Council 22nd March 2010
and
Reviewed at Audit committee;**

| |
|---------------------------------------|
| 23rd June 2010 |
| 29th September 2010 |
| 9th January 2011 |
| 23rd March 2011 |

Part A - Action Plan in response to KPMG RECOMMENDATIONS

| RECOMMENDATIONS | | | |
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| Objectives and Option Appraisal | | | |
| R8 Review the process for taking forward, and reporting back on, decisions made by committees to ensure agreed actions are delivered (or explanations provided as to why they are not). | | | |
| Recommended Action | Progress report | Due Date | Lead officer |
| <p>1. Implement a centralised log of decisions taken with mechanisms for recording and monitoring actions taken in accordance with those decisions.</p> <p>2. Devise a mechanism whereby Committees review progress of implementation of decisions which they have made.</p> | <p>1. Modern.gov has now been implemented and within the system decisions can be reviewed by date, decision maker and decision status, and the system also enables the decision to be linked to issues so that anyone can see associated decisions. The system can record whether a decision is awaiting implementation or it has been implemented, although at the moment this feature is not being used. Consideration is being given as to how this feature could be used in the future. A brief review of the modern.gov sites from other councils indicate that they do not use this feature but we will continue to seek best practice from elsewhere to see whether it would be beneficial to use.</p> <p>2. Completed A new report template has been devised which includes a section on how the recommendations will be monitored and reviewed. Training has been undertaken with report authors and the new template is to be used for the meetings in September onwards</p> | 30 th June 2010 | Assistant Chief Executive |

| RECOMMENDATIONS | | | |
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| Risk Management | | | |
| R16 Undertake mandatory risk management training to appropriate officers and Members. This should include Directors, Assistant Directors and Service Managers. The training should be specific to Cheltenham's own risk management process. | | | |
| Recommended Action | Progress report | Due Date | Lead officer |
| <ol style="list-style-type: none"> 1. Consider the needs of Members and Officers for risk management training. 2. Develop a training programme for Members and Officers. 3. Implement the training programme. 4. That risk management training be a pre-requisite for Members who serve on the Audit Committee and the Treasury Management Panel. | <p>1 and 2 completed</p> <p>3. Budget reductions mean there is no funding for any external support in current year, and for 2011-12. The e-learning module is under development in-house. Capacity for this development is limited due to competing priorities. Regarding Audit and Treasury management members, only one member has not yet had the risk management training; this is being addressed as an additional learning requirement. Target for completion of the e-learning risk module is end of March 2011. It will be rolled out to ADs & service managers during April 2011. Module will be rolled out to members and the remaining workforce by the end of September 2011.</p> <p>4. Completed All members will be automatically added to risk training via the cbc learning gateway.</p> | <p>1 & 2 - 30th September 2010</p> <p>3 & 4 - October 2010-March 2011</p> | AD Human Resources |

| R21 The Council should review the project management skills base within its workforce, and seek to train more people if necessary, or to find ways of sharing the resource among different projects. | | | |
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| Recommended Action | Progress report | Due Date | Lead officer |
| <ol style="list-style-type: none"> 1. Draw up a list of those officers with project management qualifications. 2. Prepare a report on the project management resource available to specifically include details of external spend. 3. Prepare a forward plan as to how the project management skills will be utilised. 4. Identify whether there are any deficiencies in project management resource. 5. Report on proposals as to how any deficiencies may be addressed. | <p>1 2 & 3 completed</p> <p>4 & 5 completed. In line with budget cuts, skills gaps for managers will be addressed by completion of the project management e-learning module and use of experienced project managers as coaches, plus using project training (Prince) where needed and securing the high ££ investment in skills through requiring payback if the employee should leave the council.</p> <p>The project management group will continue to assist all those involved in managing projects, ensuring that project management is pitched at the right level for the complexity of each project. A summary report was prepared for the Senior Leadership Team in February 2011 recommending how project management skills will be developed and deployed.</p> | <ol style="list-style-type: none"> 1. 30th June 2010 2. 30th September 2010 3. 31st December 2010 4. 30th September 2010 5. 31st January 2011 | <p>Assistant Director of Human Resources / Assistant Director Customer Access and Service Transformation</p> |

Part B - ACTION PLAN - IMPLEMENTATION OF REVIEW WORKING GROUP RECOMMENDATIONS

| RECOMMENDATIONS | | | |
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| <u>Recommendation 10</u> That the Council introduces a procedure whereby nominated Officers deputise for Chief Officers / Statutory Officers during any extended absence e.g. sickness, and are given full authority to act in that capacity. | | | |
| Recommended Action | Progress report | Due Date | Lead Officer |
| Introduce a formal procedure for the nomination of deputies to act for Chief and Statutory Officers during any extended absence and measures to ensure that the deputies are provided with the necessary authority to act in that capacity. | Nominated deputies are in place for the Chief Executive, Chief Finance Officer (s.151.) and Monitoring Officer. Regarding the necessary authority to act in the event of extended absence, this will be picked up as part of the review of the Constitution | 30 th September 2010 | Borough Solicitor /Assistant Director Human Resources |
| <u>Recommendation 12</u> That the Council makes an appropriate amendment to the Employees Code of Conduct to ensure that Officers who have an interest in any matter which would, in the case of any Member of the Council, amount to a "prejudicial interest", should not participate in or seek to influence the outcome of that matter. | | | |
| Recommended Action | Progress report | Due Date | Lead Officer |
| Prepare a report for the Standards Committee/Council to suggest revisions to the Employees Code of Conduct to clarify the requirements regarding personal interests, as identified in the recommendation. | Completed. The Standards Committee has reviewed the Employees Code of Conduct and following consultation as appropriate has recommended amendments to the Code of Conduct for adoption by the Council at its meeting on the 28th March 2011 | 31 st December 2010 | Borough Solicitor / Assistant Director Human Resources |