

APPENDIX B

T&W CONSOLIDATED GOVERNANCE ACTION PLAN 2008/09¹ – UPDATE TO SHOW PROGRESS AND EVIDENCE JANUARY 2010

| No. | ACTION | Resp. | Original Comments | Date | Comments on Position as at 30/09/09 | Revised Date* | Position as at 31.01.10 | Revised Date* |
|-----|---|------------------------------|---|----------|--|---------------|---|---------------|
| 1. | Corporate Business Continuity plan – a) review ; and b) test. | Head of Community Protection | Corporate Business Continuity Management Strategy approved Jan 2009. Priority 1 Services identified and awaiting final approval from Corporate Directors and Cabinet. | 30/09/09 | Due to Corporate Restructure – Business Continuity Project was put on hold until September 2009. In the interim, we have been responding to Swine Flu Pandemic and all Heads of Service and Business Managers have been advised to revisit existing business continuity plans to ensure they are robust enough to respond to potential staff shortages and implications on services. | | Organisational changes have further delayed review / revision of the corporate and service area BCPs | |
| | | | Revised Corporate Continuity Plan and Service Area Recovery Plan Template under | 30/09/09 | Revised Priority Services to be presented for approval | 31/12/09 | Most of phase 2 original changes will be completed by 31/03/10 enabling progress to be made. New BCPs to be in place by 30/06/10. | 30.06.10 |
| | | | | | Revised Corporate Continuity Plan to be | 31/03/10 | Update report on BCP review process required by Audit Committee and | 30.06.10 |

¹ Consolidated from the Annual Governance Statement 2008/09 Action Plan, Internal Audit Corporate Governance Audit 2008/09 and External Audit (KPMG) 08/09



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| | | | development – delayed as awaiting approval of Priority 1 Services. Training and Exercising to be undertaken once final approval achieved | 30/09/09 | presented for approval followed by appropriate training and testing of the plan | | scheduled for June 2010 meeting. Corporate and service area risk assessments reviewed and updated quarterly – existing BCPs are in place to respond to identified risks. | Ongoing |
| | | | Working closely with ICT Infrastructure Project to ensure it supports the corporate & service continuity plans. | 30/09/09 | | | Plan validation and exercising to take place as soon after completion as possible. | To be scheduled |

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| | | | | | at 30/09/09 | Date* | 31.01.10 | Date* |
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| 2. | Revised ICT business continuity plan to be produced during 2008/09 | Head of ICT and Procurement | The proposed infrastructure designs incorporates a live data centre environment and a backup data centre environment for both corporate and education servers. These facilities are currently being developed and tested with a planned migration between June 2009 and March 2010. The Business Continuity Plan will be revised in line with these time scales and in accordance with the review of the Corporate Business Continuity plan, which has identified priority one applications. | 30/09/09 | Progressing with implementation. | 01/12/09 | Progressing with implementation. Business Continuity is planned to be updated accordingly. Disaster Recovery sessions are being booked in with large application owners. | Ongoing |

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| 3. | Ensure that ICT infrastructure projects supports the corporate & service continuity plans | Head of ICT and Procurement | Following the review of the designs produced by the supplier it was felt that the proposed designs would not meet the requirements of the Council and all work was stopped with them. Designs were brought in house and commercial negotiations re-opened with the supplier to agree a way forward under the existing contract. This was completed in December 2009. In-house designs have been completed and the majority of the hardware has been supplied. A test environment will be built during April and May with Live migration of in scope applications planned between June 2009 and March 2010. All new server requirements will be incorporated into the new infrastructure during this period. | 30/09/09 | Progressing with implementation | 01/12/09 | Progressing with implementation. A standard virtual server template has now been created and will be signed off with security standards. All migrations and new installations onto the new platform have been designed to meet the continuity plans. | Ongoing |
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| 4. | Catering - | Head of | An assessment is currently | Decision | Following a | | A cashless system | |

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| | <p>Implement the outstanding areas from the internal audit review and on-going system/processes update.</p> | <p>Property and Design</p> | <p>being made as to the benefits of implementing a cashless system as part of the catering and cleaning service review. Assuming that this review confirms that the benefits are significant then we will seek savings from within the catering annual revenue budget to offset the cost. This has the added advantage of building in ongoing sustainability. Furthermore we have also bid for funding to support the project from the DCSF. We should hear within the next month if we have been successful with this bid. In the meantime we will continue to use the system procured from PCS ensuring that a contingency plan is in place in case the system should fail. Subject to the above a business case has been prepared in line with procedures for ICT procurement and a team is</p> | <p>on way forward by 31/05/09 and implementation by Sept 09</p> | <p>meeting between Internal Audit, C&YP Finance and the Head of BSF, Resources & Regeneration a number of process changes have been made to reconciliation procedures which will address outstanding points from the Internal Audit Review.</p> <p>In addition; though not the subject of the IA review, a new cashless system will be trailed in two schools as part of the LA Borough Towns Initiative – Sport & Learning Community (formerly Campus T&W) priority to include a single</p> | <p>31.03.10</p> <p>31.03.10</p> | <p>is being trialled in 4 schools. As part of delivering the efficiencies through Catering and Cleaning there is a Project Board that takes decisions (predominantly of an operational nature) to deliver the efficiencies. At the March 2010 board meeting a steer was given to service delivery managers to prepare a robust business case for cashless taking into account the capital allocation for 2009/10 and 2010/11. A decision on cashless will be taken before July 2010. Audit team have an open invitation to attend</p> | <p>30.06.10</p> |
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| | | | ready to procure an alternative system. | | card/device for pupils use. This will be funded through a combination of grant (capital grant) and BSF resources. The trial will include linking the card to the new on line payment system offered by the revised cash receipting software. | | board meetings. | |
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| 5. | Develop and agree a corporate | Assistant Chief Executive | CD's have approved a policy on the Use of Consultants together with | 30/09/09 | The Policy on engaging consultants has | 30/11/09 | Complete. Policy now forms part of our | |

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| | procedure for the appointment, induction and control of consultants. | | agency staff and new contract arrangements re provision of agency staff is in place with training in progress for May/June 2009 launch. Communication of this policy and guidance on the use of consultants is still required. | | been incorporated into the new agency arrangements and policy for recruiting temporary staff. New contract with Comensura now in place. Policy will be reinforced in publication to all managers of the new recruitment strategy currently in final stages of consultations. | | requirements for managers employing consultants. Policy is published on Comensura pages of the intranet available to appointing managers. (policy checked by audit – available on Intranet) | |
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| 6. | Undertake review of the effectiveness | Audit & Risk Manager | Agreed approach with Audit Committee 27 th January 2009 based on | | | | Complete. A report is due to be issued to the | |

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| | of the system of internal audit for 2008/09 and then 2009/10. | | draft guidance. To be completed for Audit Committee 16/06/09 2009/10 review to include a repeat of the Audit Committee Effectiveness Survey | 16/06/09 31/05/10 | Complete Complete | | Audit Committee on 30/03/2010 to provide members of the Audit Committee with the results of the survey completed to review the effectiveness of the Audit Committee. | |
| 7. | Review operation and effectiveness of the revised Scrutiny arrangements | Head of Governance | New arrangements effective from 01/01/09 and work programme has been agreed and is being delivered. Review of effectiveness will be undertaken during 2009/10 | 31/05/10 | On target | | On target. Report in progress and verbal report at meeting following SLB on the 25 th March. | |

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| 8. | Implement outstanding actions from | Head of Governance | Consider refresher training in Human Rights or briefing through the | 30/09/09 | This has been considered and is not required. | N/A | N/A | N/A |

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| | the Ethics Survey action plan. | | bulletin or breakfast interactive. | | | | | |
| 9. | Complete review of specific areas of the Constitution | Head of Governance | <p>a) Personnel procedure rules – Officer Employment Procedure Rules</p> <p>b) Delegations – Personnel Board terms of reference</p> <p>c) Review Council procedure rules</p> | <p>30/09/09</p> <p>30/09/09</p> <p>31/01/10</p> | <p>These tasks have slipped due to building in a consultation with affected officers and the committee cycle. Now scheduled for Council's Constitution Committee in December and Council in January 2010.</p> | 31/01/10 | <p>Part of the full review of the Council Constitution to be completed for implementation April 2011</p> | <p>a) 30.04.10</p> <p>b) 30.04.10</p> <p>c) April 2011</p> |

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| 10. | Undertake a repeat of the Ethics survey. | Audit & Risk Manager | <p>Undertake survey.</p> <p>Analyse results, compare</p> | <p>31/12/09</p> <p>31/03/10</p> | <p>Survey to be undertaken in January 2010 to</p> | 31/01/10 | <p>Survey delayed due to re organisation and</p> | 31/05/10 |

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| | | | to previous survey and identify any improvements/ actions required. | | coincide with when previous survey was undertaken. The results will then be analysed and an action plan presented to the Standards Committee. | Standards Cttee 16/09/10 | impending election. Agreed with Corporate Core for issue w/c 10 th May 2010 for return 28 th May. Analysis to follow and report to CMT early July 2010 | 30/09/10 |
| 11. | Undertake skills matrix work with the Audit Committee. | Audit & Risk Manager | Skills matrix to be agreed and completed. Skills matrix results analysed and Committee to decide if they need/want to appoint a co-optee | 30/06/09 31/07/09 | Complete Complete – no co-optee at present but to be kept under review. Refresher training identified. | | Complete | |

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| 12. | Audit Committee to | Chair of the Audit | Support will be provided by CD: | 30/09/09 | Complete – Council 30/09/09 | | Complete | |

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| | present an Annual Report 08/09 to Council. | Committee <i>David Wright</i> | Resources and the Audit & Risk Manager | | | | | |
| 13. | To implement the actions from the self assessment against ISO27001. | Head of ICT and Procurement | To implement the key actions (level 1) To implement other actions (level 2,3 & 4) | 31/07/09 31/03/10 | The Information Security Gap Analysis Status Report 2009/10 was updated 15/09/09. This reviews the Corporate Information Security Framework (CISF) to identify where gaps may exist in respect of compliance with ISO27001 Information Security Management standards and included a progress report on implementation. | | Many ISO27001 standards have been met due to the code of connection for Government Connect. However a formal gap analysis needs to be carried out again since the changes to evaluate the gap and work required. The implementation of any key issues identified will take place during 2010/11. | 31/03/10 31/12/10 |

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| 14. | TOR for Standards, | Head of Governance | Internal Audit governance review | 31/12/09 | Complete – Council 30/09/09 | | Complete Membership of | N/A |

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| | Audit and the other regulatory committees need to be reviewed regularly. | | 2008/09 | | | | Committees reviewed December 2009. | |
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| 15. | Induction for | Assistant | a) Managers should be | 31/10/09 | (a) Revised | 31/10/09 | Issues now | |

² (07/08) makes reference to the fact that the recommendation was made in the 2007/08 Internal Audit Corporate Governance Audit and is still outstanding

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| | Managers | Chief Executive | reminded of the induction process and the corporate checklist and mandatory courses available. This could be put in the bulletin or form part of Appendix A of the step by step Managers guide to the recruitment process, shown on the intranet. | | arrangements agreed by Equalities Officer Board to incorporate induction arrangements in all letters of appointment to new staff to enable them to secure induction course places direct and have their access to the check-list. Revised letters of appointment template now in final stages of preparation. Managers will be advised of new arrangements together with awareness of the induction check list | | <p>incorporated into letter of appointment. Induction lead is Debbie Germany Organisation Development & Change Manager.</p> <p>The induction, learning programme will require a review as part of One Council. This will include the induction checklist.</p> <p>Priority at the moment is to create capacity within the Organisational Development and Change Management teams to do this. All workforce development resource is being</p> | 30/06/10 |
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| | | | b) The constitution should be linked on the HR induction page, highlighting Financial Regulations and Standing Orders (07/08) ² | 1/07/09 | (b) Complete - A link has now been established (October 2009) | | brought together. Complete | |
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| 16. | Communication Strategy should be in place. | Assistant Chief Executive | There should be a communication strategy in place. (07/08) The strategy should be communicated to all | 31/12/09 | Work is progressing on this and we are on schedule to have the | 31/12/09 | | 31/07/10 |

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| | | | stakeholders including hard to reach groups. | | Communication Strategy in place by 31/12/09. Communication to stakeholders will take place thereafter to be completed by 31/03/10. | 31/03/10 | | 31.08.10 |
| 17. | Training for Members | Head of Governance | Group leaders should be reminded through the member's development programme and member appraisals that their group members should undertake the training identified for them. | 31/10/09 | The Members Development Strategy was agreed by Cabinet on 15/09/09 and this action forms part of the implementation of this. | 30/04/10 | | |

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| 18. | Role descriptions for Members | Head of Governance | Cabinet Member Resources role description should include specific lead member responsibilities | 31/08/09 | Complete | | Complete | |

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| | | | for corporate governance and risk management. All cabinet members' role descriptions should include general corporate governance and risk management responsibilities. | | | | | |
| 19. | Publication 2007/08 accounts | Head of Finance | The intranet should be updated with a link to the 07/08 accounts. | 31/07/09 | Complete | | Complete | |

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| 20. | Review of Corporate Enforcement Policy | Head of Governance | The Corporate Enforcement Policy and associated prosecution policies (including the benefit prosecution | 31/12/09 | On target for Corporate Enforcement Policy Benefit | 31/12/09 30/11/09 | Complete To Cabinet 12/01/10 Complete | |

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| | | | policy, dated 2005 and the corporate prosecution policy, dated 2003) require updating and the latest copy shown on the intranet. | | Prosecutions and Sanctions Policy will be completed by end November 2009. | | Approved by Cabinet 26.01.10 to be reviewed in 3 years. Not on the Intranet as it was considered by Cabinet under closed session so access restricted. | |
| | | | | | Corporate Prosecution Policy not updated. | | Ongoing but should be complete by | 30/06/10 |

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| 21. | Review of the Partnership Protocol & Pack | Head of Governance | The partnership protocol should be reviewed and updated on a regularly agreed basis. | 31/03/10 | On target for this date. | | Had been started but due to staff changes has been reallocated. | 30.09.10 |
| 22. | Media training | Head of HR | Consideration should be given in making the Media Skills training | 31/08/09 | Work is in progress to review the Council's | 31/03/10 | The induction, learning programme will | 30.06.10 |

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| | | | course mandatory for those officers with media responsibility. (07/08) | | Organisational Development strategy and approach in the context of future needs and requirements of the organisation. As part of this, core competencies for managers will be assessed and training needs will then be identified and addressed. | | require a review as part of One Council. This will include the induction checklist As Action Number 15 above | |
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| 23. | Communication of Media protocols | Head of HR | The agreed media protocols should be communicated appropriately to officers and members and should be put on the | 31/08/09 | Complete for officers– circulated 04/09/09 and available on the intranet. | Complete | Complete A questionnaire was emailed to all Heads of Service, the Head of Human Resources | |

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| | | | intranet. (Town Park Review) ³ | | The Protocols have been presented to Cabinet Members and Group Leaders and are available on the Members Information Point. | | (Projects) and the Assistant Chief Executive. Out of the 17 issued, 14 responses were received. The questions tested the Officers awareness and knowledge of the Authority's media protocol. All responses received were satisfactory and confirmed officer awareness. | |
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| 24. | Training for Managers | Head of HR | Disciplinary and capability training should be offered to all | 31/12/09 | Training Courses are now established taking | | To be included in review of development. | Ongoing |

³ (Town Park Review) – this was a recommendation from the Town Park Review issued December 2008

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| | | | Business Managers (07/08) | | account of legal changes around discipline and grievance implemented in April 2009. Specific Portfolio training has also taken place. | | Individual managerial briefing for specific cases part of existing processes. Training to support these issues is continuing. However, the way it is delivered may change as part of a future review. | |
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| 25. | HR Procedures | Head of HR | All HR procedures should be reviewed regularly and show a future review date (07/08) | 31/03/10 or part of single status | A timescale has been established to review all workforce proceedings which | | One page guidance for managers produced. | Ongoing |

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| | | | | | include Equality Impact Assessments. Timescales take account of the need to integrate certain policies with Single Status negotiations. | | HR policies reviewed/renegotiated include Wellbeing and Absence, Redeployment, Recruitment. Others currently part of Formal Single Status negotiations which commenced on 23 rd February 2010 | |
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| 26. | Absence management | Head of Community Protection | There should be standard documentation throughout the Authority to record 'return to work' interviews. (07/08) | 30/09/09 | Absence Management Policy is currently being revised in consultation with Trade Unions. New | 30/11/09 | Complete Revised Wellbeing and Attendance policy has now been agreed and formally adopted by CMT. It will | |

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| | | | | | documentation is being developed within this policy around return to work. | | come into force on 1.3.10. It includes a check list of items to cover in a return to work interview and these are reiterated on the self certification form. (available on the Intranet) | |
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| 27. | Member/Officer relations | Head of Governance | a) Review of existing Member/Officer Protocol on member/officer relations. | 30/09/09 | In light of the development with IDeA (see below) this work has been deferred awaiting the outcome of the IDeA work. | 31/01/10 | Part of the full review of the Council Constitution to be completed for implementation April 2011 | April 2011 |

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| | | | b) Review the relationship between members and officers to develop a culture of trust and mutual confidence by engendering an appropriate level of collaboration, transparency and constructive challenge through external facilitation. | Commenced June09 | Meeting arranged between Chief Executive and Monitoring Officer and representatives from the IDeA to discuss how they can help address these issues. Postponed once at request of IDeA, due to take place on 5th October 2009. | On-going | | |
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| 28. | Guidance on Gifts & Hospitality | Head of Governance | Review and update existing guidance | 30/09/09 | Complete - Presented to Standards Committee on 17 th September 2009 and then recommended for agreement by | | Complete Updated for new organisation structure from 31.03.10 | |

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| | | | | | Council on 30 th September 2009 | | | |
| 29. | Update Officers and Members for changes made | Head of Governance & Audit & Risk Manager, | Training for officers and members on changes to governance processes and guidance including the code of conduct, the Constitution, HR policies and procedures and good governance generally. | From Oct 09 | On going to follow on as approvals granted by Council. | From Jan 2010 | Ongoing during 2010. Governance, Risk, Audit and Fraud training update for members March 2010. Further training for members will be arranged once the constitution changes have been agreed | April 2011 |

Revised Date* - where required revised dates have been inserted otherwise the original date remains valid