

Completed Actions

Process area	REF:	ACTION	Action Priority	RESPONSIBLE OFFICER	DATE BY	IMPLEMENTATION STATUS	% COMPLETE	ON-TRACK RAG STATUS	RESPONSIBLE OFFICER UPDATE AS AT 31.08.17	REVIEW DATE
A. RISK MANAGEMENT	1	• Risk Policy and Framework to be reviewed by Management Board	H	Governance & Risk Manager	31.08.17	Completed	100%		Document presented to Management Board 9th November and was accepted in principle.	31.12.17
	2	• Risk Management Strategy and Framework to be reviewed by Audit Committee.	H	Governance & Risk Manager	30.09.17	Completed	100%		Presented to the Audit Committee 15th January 2018	31.12.17
	3	• Governance monitoring arrangements to be in place with updates taken to the Audit Committee	H	Governance & Risk Manager	30.09.17	Completed	100%		Regular updates of the LTP and GAP and performance on the annual audit plan are in place. Reporting of outstanding audit recommendations to be made to Audit Committee 13th November 2017.	31.12.17
	4	• Refresh and cascade the risk management strategy and framework	H	Governance & Risk Manager	31.03.18	Completed	100%		Work has started to embed the risk management strategy throughout the business through involvement with service area DMT's. Service plans and related risk registers and KPI's are included in a new format. The governance team are working with the service areas to complete these	31.03.18
	5	• Schedule of risk related policies to be approved by Management Board	H	Governance & Risk Manager	31.08.17	Completed	100%		As above - policy and strategy approved by MB 9th November, 2017..	31.12.17
B. REVIEW ALL CURRENT PROJECT PROCESSES	7	Post-implementation review of the operation and effectiveness of the Executive Programme Board since its establishment in late 2016	H	Chief Executive	30.09.17	Completed	100%		The EPB is regarded as an effective board for review of information to be submitted to Cabinet for approval. The board is a useful platform for constructive discussion to ascertain clarity between the Officers and Members prior to Cabinet meetings.	31.12.17
	8	Identify and log all projects currently live and in the pipeline. Perform reviews of each project for feasibility and governance assurance.  Ensure all relevant projects to go through a gateway or similar process, including a) Categorise and apply rigorous but proportionate methodologies and documentation. b) Requirement for a Project Initiation Document (PID), minuted project/programme meetings and a full risk assessment c) Programmes/projects will be required to be maintained on central paper records with clear documented minutes of meetings and professional advice received.	H	Borough Secretary	30.09.17	Completed	100%		A register will be produced and maintained centrally and reviewed by Management Board.  Individual project registers for IT and 'other' will be merged into one main document with reference numbers allocated once approved by Corporate Management Board.	30.6.18

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	9	<p>Risk reporting to be reviewed ensuring that there is an effective cascade and tracking of risk through governance arrangements</p> <p>Refreshed monitoring and tracking process ie project/service risks may also become a corporate risk</p> <p>Clarity on risk exception reporting process. Corporate, service and project risks are to be reviewed monthly.</p>	H	Borough Secretary	31.3.18	Completed	100%	<p>A revised risk register template has been implemented and incorporates a service risk log, information risk log, fraud risk log and health and safety risk log.</p> <p>The governance team will be working with each directorate and service areas to record the risks within their areas; the registers will be updated each quarter.</p> <p>Once updated, the risk registers will be presented to the Corporate Improvement Board for review and where appropriate, identified risks will be escalated to management board for inclusion in the corporate risk register.</p> <p>The corporate risk register will also be reviewed quarterly with recommendations made to management board in relation to adding/deleting new and existing risks.</p>	31.12.17
C. PROGRAMME & PROJECT SUPPORT	10	<p>• Transfer of one permanent and one fixed term project management staff under TUPE from LGSS back to NBC to be completed on 1 January 2017</p>	H	Borough Secretary	01.01.17	Completed	100%	<p>Transfer completed</p>	31.01.17
	11	<p>• Develop and Implement enhanced Corporate project and Programme Management Framework and arrangements. To include a Corporate Governance &amp; Support Officer Programme Board; Northampton Alive Officer Programme Board and an Efficiency/MTFS Officer Programme Board.</p> <p>Include within the Framework the requirement for regularly reporting back to Cabinet on all projects is in place.</p>	H	Director of Regeneration, Enterprise and Planning	31.09.17	Completed	100%	<p>Project Management Framework document reviewed by Management Board 30th November, 2017. Document was accepted in principle and is in the process of being refined to incorporate governance arrangements.</p> <p>Boards have been identified and implemented to be in place from 4th January 2018 to include a:</p> <ul style="list-style-type: none"> <li>Corporate Delivery Board (monthly)</li> <li>Corporate Performance Board (bi-monthly)</li> <li>Corporate Improvement Board (bi-monthly)</li> <li>Corporate Management Board (bi-monthly)</li> </ul> <p>The Corporate Delivery Board is responsible for reviewing all projects and performing gateway reviews before recommendations are made to Corporate Management Board.</p>	31.12.17
	12	<p>• Appoint a Governance and Risk Manager to improve relevant areas</p>	H	Borough Secretary	31.03.17	Completed	100%	<p>Appointment effective from 27.03.17 Interim from 27/3/17 Permanent recruitment as of 5/6/17</p>	31.12.17
	13	<p>• Each project/programme to require the completion of a declaration of interests form by each participant (member or officer or advisor) and to be maintained as part of the project governance documentation</p>	H	Borough Secretary	30.09.17	Completed	100%	<p>Policy for Employees Code of Conduct includes the declaration of interest. An employee/member declaration of interest register is currently maintained by democratic services.</p> <p>Declaration of interest is included within the Corporate Project Management Framework documentation and will be linked to the Corporate declaration of interest forms..</p>	31.12.17

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	14	<ul style="list-style-type: none"> <li>Mandatory Training programme on project programmes and major projects competencies to be completed as part of the Licence to Practice Programme and to be written into staff contracts</li> </ul>	H	Governance & Risk Manager	31.12.17	Not Implemented	100%		Major programme and project management training is included in LTP as a high-priority module. Mandatory training element will be progressed in line with roll-out of the project management framework to start March 2018 onwards.	30.6.18
E. INTERNAL AUDIT RECOMMENDATIONS	16	<ul style="list-style-type: none"> <li>Review all internal audit recommendations since June 2013</li> <li>Implement PwC audit recommendation tracking software (TrAction)</li> </ul>	H	Finance & Strategic Business Partners	30.06.17	Completed	100%		Action completed Recommendations closed on TrAction	31.12.17
	17	<ul style="list-style-type: none"> <li>Assess delivery of all internal audit recommendations since June 2013 where not already delivered.</li> </ul>	H	Finance & Strategic Business Partners	30.06.17	Completed	100%		Extensive data cleansing has taken place to ensure that all internal audit recommendations still open on TrAction have been re-examined and followed up to ensure they have been actioned. The open findings have reduced from 115 to 16 up to year ending 2015/16, with robust system now in place to follow up when a new audit is carried out and actions are checked before the expiry date.	31.12.17
	18	<ul style="list-style-type: none"> <li>Improve internal audit reporting to Audit Committee</li> </ul>	H	Chief Financial Officer	30.06.17	Completed	100%		Both the IA and EA internal audit teams have put in co-ordinated/joint reporting and also more in-depth reporting to the Audit Committee than before.	31.12.17
	19	<ul style="list-style-type: none"> <li>Set and monitor client-side target in 2017/18 for the full 100% implementation of all agreed internal audit recommendations by the due date (TrAction)</li> <li>Report progress on delivery of internal audit recommendations to Management Board and Audit Committee</li> </ul>	H	Chief Financial Officer	30.09.17	Completed	100%		Reporting of the implementation of recommendations will be incorporated as part of updates to the Audit Committee.	31.12.17
F. EFFECTIVE DECISIONS - CABINET CLEARANCE PROCESS	20	<ul style="list-style-type: none"> <li>Revise and cascade changes to the Call Over process</li> <li>Ensure that there is an evaluation period and process for the new arrangements on Call Over</li> </ul>	H	Chief Executive	31.12.16	Completed	100%		Call over process reviewed. Two stage Call Over Process implemented with Management Board oversight of standards and content of reports. Deadlines published on the intranet to assist Officers.	31.12.17
	21	<ul style="list-style-type: none"> <li>Deliver training on Standards Committee requirements</li> </ul>	H	Chief Executive	31.12.16	Completed	100%		Fully Implemented Training programme for 17/18 published following approval at the March 2017 Standards Committee meeting. Evidenced in the minutes for the Standards Committee and included in subsequent meeting agendas.	31.12.17

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	23	• Provide better Cabinet clearance report guidance	H	Chief Executive	31.03.17	Completed	100%	Cabinet report guide for 17/18 published and implemented. Dates defined for cabinet reporting and the process to follow prior to the meetings for report clearance. Reminders are issued to Officers to ensure reports are submitted, reviewed and challenged by Management Board and escalated to Executive Programme Board for final review.	31.12.17	
	24	• Ensure there is the requirement for frontloading of full information at the Cabinet clearance stage in place	H	Chief Executive	30.11.17	Completed	100%		31.12.17	
	25	• Review process for formal clearance	H	Borough Secretary	31.03.17	Completed	100%		31.12.17	
	26	• Review and refresh clearance process	H	Borough Secretary	31.03.17	Completed	100%		31.12.17	
	27	• Ensure basic guidelines on Cabinet process are circulated	H	Borough Secretary	31.03.17	Completed	100%		31.12.17	
	28	• Ensure clearance subject to compliance with final council business case and appropriate business model	H	Borough Secretary & Chief Financial Officer	31.03.17	Completed	100%		Action completed	31.12.17
	29	• Reports to contain adequate and evidenced information to support decision needed	H	Borough Secretary & Chief Financial Officer	31.03.17	Completed	100%		Templates are included on the Democratic Services intranet page to ensure report content is relevant.	31.12.17
	32	Exception reporting (to MB, Audit Committee and the Governance and Support Officer Group GSOG ) to be in place across all key governance action plan areas, including the Plan itself and other key initiatives such as Licence to Practice, the implementation of agreed audit recommendations and review against compliance with CIPFA/SOLACE guidelines and also within the risk management framework in relation to the escalation of significant risks	H	Borough Secretary	31.12.17	Completed	100%	In place, exception reporting to the Corporate Governance Support Board, Management Board and Audit Committee.	31.12.17	
<b>G. GOVERNANCE</b>	33	• Carry out a fundamental review of all current NBC governance arrangements against the CIPFA/SOLACE 2016 standard. ° full gap analysis and action plan to address any identified weaknesses ° Update the local code with annual reporting against the code to Audit Committee  External validation report of progress against the standard	H	Governance & Risk Manager	30.09.17	Completed	100%	An assessment has been carried out and the results are:  Actions in place/partly in place = 84% Not in place = 16%  Quite a number of actions relate to the update of policies and procedures.  A full gap analysis was presented at the January 2018 Audit Committee. The actions to be addressed will be ongoing over the next two years with a view to gaining accreditation in the third year. The actions needed are intrinsically linked to the change in management and culture within NBC.	Annual review	

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	35	• Communicate the importance of raising purchase orders with budget managers.	H	Chief Finance Officers	30.04.17	Completed	100%		Financial Management Training was undertaken in March and 28 out of 34 (82%) of NBC Managers who were invited, attended. The "licence to practice" programme is under development and a further round of finance training will be undertaken as part of that. This will include not only those who were unable to attend in March, but also a refresh for those who were. PO's were included in the training presentation slides.	31.12.17
	36	• Enhance reporting of non-compliant purchase orders to Management Board, Directorate Management Teams and Service Management Teams by improving dashboard	H	Chief Finance Officers	31.10.16	Completed	100%		Action Completed Report obtained for Sept - Nov 2016 and June - August 2017. Monthly report produced for MB.	31.12.17
H. FINANCIAL GOVERNANCE	37	• Write to suppliers to inform them they must request an order number for any NBC work	H	Chief Finance Officers	31.12.16	Completed	100%		Copy of correspondence received. All suppliers listed on Agresso were sent the communication by post. Replies were not monitored.	31.12.17
	38	• Review system controls and implement improvements	H	Chief Finance Officers	31.10.16	Completed	100%		Last review by IA was in 16/17 by LGSS and PWC. KPMG have not performed any work around systems control.	31.12.17
	39	• Review and improve reserves drawdown process	H	Chief Finance Officers	31.12.16	Completed	100%		Finance have improved consistency of process, and therefore compliance, by introducing a single form for supplementary estimates/reserves/virement which includes guidance on process. The compulsory finance training undertaken in March included training on this process, and participants were tested on their understanding.	31.12.17
	40	• Ensure there is improved compliance with the reserves drawdown process	H	Chief Finance Officers	31.12.16	Completed	100%		Supplementary Estimates and Reserve Drawdowns are reported to Management Board and Cabinet as part of the regular finance monitoring reports.	31.12.17
	41	• Ensure there is improved reporting of the reserves drawdown process	H	Chief Finance Officers	31.12.16	Completed	100%			31.12.17
	42	• Review the supplementary estimate process and improve compliance	H	Chief Finance Officers	31.12.16	Completed	100%			31.12.17
	43	• Review virement process and improve compliance and reporting	H	Chief Finance Officers	31.12.16	Completed	100%			31.12.17

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	44	• Establish a gateway process for progressing capital programme schemes through each stage of their capital programme life	H	Chief Finance Officers	30.06.17	Completed	100%		The action of establishing a gateway process is fully complete as the Development Pool (not Board) was established in February 2017 as part of the budget setting process. Projects will move from the Development Pool into the Approved Programme when costs have been fully quantified and a robust business case is developed and approved. The timing of this depends on the project, the fact that no projects have yet reached that stage however does not mean that the action is incomplete.	31.12.17
	45	• Mandatory Training covering all aspects of financial management is in place to raise financial awareness	H	Chief Finance Officers	30.09.17	Completed	100%		Financial Management Training was undertaken in March, 2017 and 28 out of 34 (82%) of NBC Managers who were invited, attended. The remaining finance personnel have one on one training through email communication (3rd Jan, 2018). A further round of finance training will be undertaken in March 2018.	31.12.17
	46	• Effective Whistleblowing arrangements are in place	H	Borough Secretary	31.08.17	Completed	100%		Policy approved at full cabinet 21/06/2017. External provider selected and currently finalising T's & C's. Implementation go live 1st November.	31.12.17
I. OTHER	47	• All HR policies and procedures to be reviewed	H	HR Business Partner	30.09.17	Completed	100%		Policies are now reviewed and going through the approval and assessment where necessary for EIA. After discussion with the HR Business Partner, the delay on this is due to the review panel. They are only able to meet once per week which results in only one or two policies being approved. This process is taking longer than estimated and it is being looked in to for another body to review the documents to get them uploaded on the intranet/intranet asap.	31.12.17
	48	• Review Officer and Member Hospitality policy and guidance and publish guidance	H	Borough Secretary	30.09.17	Completed	100%		<b>Officers</b> - The Employees' Code of Conduct contains the requirements in relation to registration of personal interests and gifts/hospitality by officers. It also contains the associated updated forms.  <b>Members</b> - Completed - training on gifts and hospitality was delivered to members on 9th October, 2017. The intranet/internet has been updated to reflect the new documents.	31.12.17