



GA.15 12/13

**Governance and Audit
Committee**

20th September 2012

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Subject: Annual Governance Statement and Action Plan

Report by:

Assistant Chief Executive

Contact Officer:

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Purpose / Summary:

To present to members the Annual Governance Statement for 2011/12 and the action plan to address governance issues

RECOMMENDATION(S):

- 1) That Members approve the Annual Governance Statement and action plan**

IMPLICATIONS

Legal:

The Annual Governance Statement must comply with the Accounts and Audit (England) Regulations 2011

Financial:

None

Staffing:

None

Equality and Diversity including Human Rights:

None

Risk Assessment:

Risk management arrangements are part of corporate governance and issues raised under these arrangements have been included in the Annual Governance Statement

Climate Related Risks and Opportunities:

None

Background Papers:

The following background papers were used in the preparation of this report. If none were used then please state.

Title:	Location of Background Papers:
Internal Audit Annual Report	T:\AuditReports\Internal\Annual Reports
Accounts and Audit (England) Regulations	www.legislation.gov.uk/uksi/2011/817/made
Audit Commission – Governance and Audit Committee update	T:\AuditReports\Internal\Annual Reports

Call in and Urgency:

Is the decision one to which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Introduction

- 1.1 The Annual Governance Statement is a formal statement, under the Accounts and Audit (England) Regulations 2011 that details the Council's governance arrangements and issues for the previous year, as an annual report of governance.
- 1.2 The system of corporate governance is the way in which we direct and control our services and functions to ensure that we make the best use of all of resources.
- 1.3 Assurance of governance arrangements involves a process to test the framework and to gain confidence that it is operating as intended and that we are "doing the right things, in the right way, for the right people, in an open, honest, inclusive and timely manner.

- 1.4 The Council is required to produce an Annual Governance Statement for approval by 30th September to accompany the Council's statement of accounts.
- 1.5 The Annual Governance statement includes a summary of the governance framework and identifies those areas where further action is needed to achieve full assurance.

2. Developing the Annual Governance Statement

2.1 Sources of information to develop the Statement have been :

- The development of the framework itself
- Internal Audit Annual report
- Internal Audit limited assurance reports
- The management of risk and corporate risks
- Audit Commission Annual Audit Letter
- Ombudsman investigations
- Complaints and lessons learnt
- Consultation results
- Corporate functions assurance statements – Legal, Health and Safety, ICT, procurement.
- Service Heads – any service or performance issues.
- The position with actions to achieve assurance from the 2010/11 Annual Governance Statement Action plan

3. The Framework

- 3.1 The Governance Framework follows the six CIPFA principles of good governance and is formed by the systems and processes, standards, policies and activities through which it accounts to, engages with and leads the community.
- 3.2 Under each of the principles we have identified improvements that have taken place during the year, activity to support the principle, any significant issues and actions that will be undertaken to address any issues or to develop the principles further.

4. Issues

Issues that continue to be of a concern with regards to good governance to be resolved over the next year are:

1. **Outcomes performance management** – to be assured that performance management is delivering up to date and relevant information that is informing members and managers of the outcomes that are being delivered.

2. **Partnerships** – to be assured of the governance, in particular risk and performance management of our partnership working and the partners that we work with.
3. **Risk Management** – ensuring that risk management is embedded within the organisation and improves and informs performance, decision making and resource allocation. This needs to take into account the changes to the organisation. Management of corporate risks should focus on what is of corporate importance to the Council.
4. **Project management** – to be assured that projects are managed in accordance with our project management principles and that these are embedded and integral to how projects are successfully managed and delivered, and that risk and resources are fully taken account of. Robust governance, project management and budget management practices should be applied.
5. **Joint Planning Unit** – to be assured that an action plan is being followed to take the Core Strategy through to adoption and that an amendment to the Local development Scheme is approved by the Lincolnshire Joint Strategic Planning Committee.

These issues will be developed as part of the action plan (appendix 1) overseen by the Governance and Audit Committee.

ANNUAL GOVERNANCE STATEMENT 2011/12

1. Introduction

- 1.1. This Statement follows the best practice guidance for local authorities on the preparation and drafting of an Annual Governance Statement (AGS).
- 1.2. The Governance Framework to which this statement applies was in place from 1st April 2011 to the date of the approval of the statement of Accounts in September 2012.

2. Scope of Responsibility

- 2.1. West Lindsey District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 2.2 The Council is also responsible for ensuring that there is a sound system of governance that results in internal control arrangements, effectiveness and value for money, as well as arrangements for the management of risk.
- 2.3 In discharging this overall responsibility, the Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for the management of risk.
- 2.4 To do this, the Council has adopted a governance and assurance framework which is consistent with the principles of the Chartered Institute of Public Finance Accountancy (CIPFA)/Society of Local Authority Chief Executives (SOLACE) Framework 'Delivering Good Governance in Local Government'¹. This is an inter-related system that brings together an underlying set of legislative requirements, governance principles and management processes that relate to the Council.
- 2.5 The framework covers six core principles of good governance and focuses on the systems and processes for the direction and control of the Council in accounting to, engaging with and leading the community.

3. The purpose of the Annual Governance Statement

- 3.1. This statement explains how the Council has complied with national good practice guidance and meets the requirements of the Accounts and Audit (England) Regulations 2011¹ in relation to the publication of a statement on internal control.
- 3.2. Under the six principles in the governance framework, the statement:
 1. Identifies changes introduced during the year to improve governance,

¹ [Delivering Good Governance in Local Government](#)

2. Takes into account some of the activity that has taken place to support the principles,
 3. Makes a declaration of any governance issues identified through our assurance framework.
 4. Identifies improvements planned to improve governance under the principle.
- 3.3. An action plan will be monitored by the Corporate Governance and Strategy Group and the Governance and Audit Committee to address those areas of Governance identified in this statement.

4. The Governance Framework

- 4.1. The Council has developed effective governance arrangements as set out in our governance framework. We gain assurance by testing the framework and processes within it, to have confidence that the governance framework is operating as intended and that we are:

“Delivering outcomes to the place and community ensuring value for money and probity in decisions made”

- 4.2. The framework focuses on the systems and processes for the direction and control of the Council in accounting to, engaging with and leading the community, under the six core principles of good governance:

1. Engaging with local people and stakeholders to ensure robust public accountability
2. Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.
3. Members and Officers working together to achieve a common purpose with clearly defined functions and roles (Member/Officer Relationships and roles)
4. Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
5. Taking informed, transparent decisions which are subject to effective scrutiny and managing risk.
6. Developing the Capacity and capability of Members and Officers to be effective

Each of these core principles are shown on the diagram on the next page, detailing the aspects of the internal control for each theme, and forms the framework for this Annual Governance Statement.

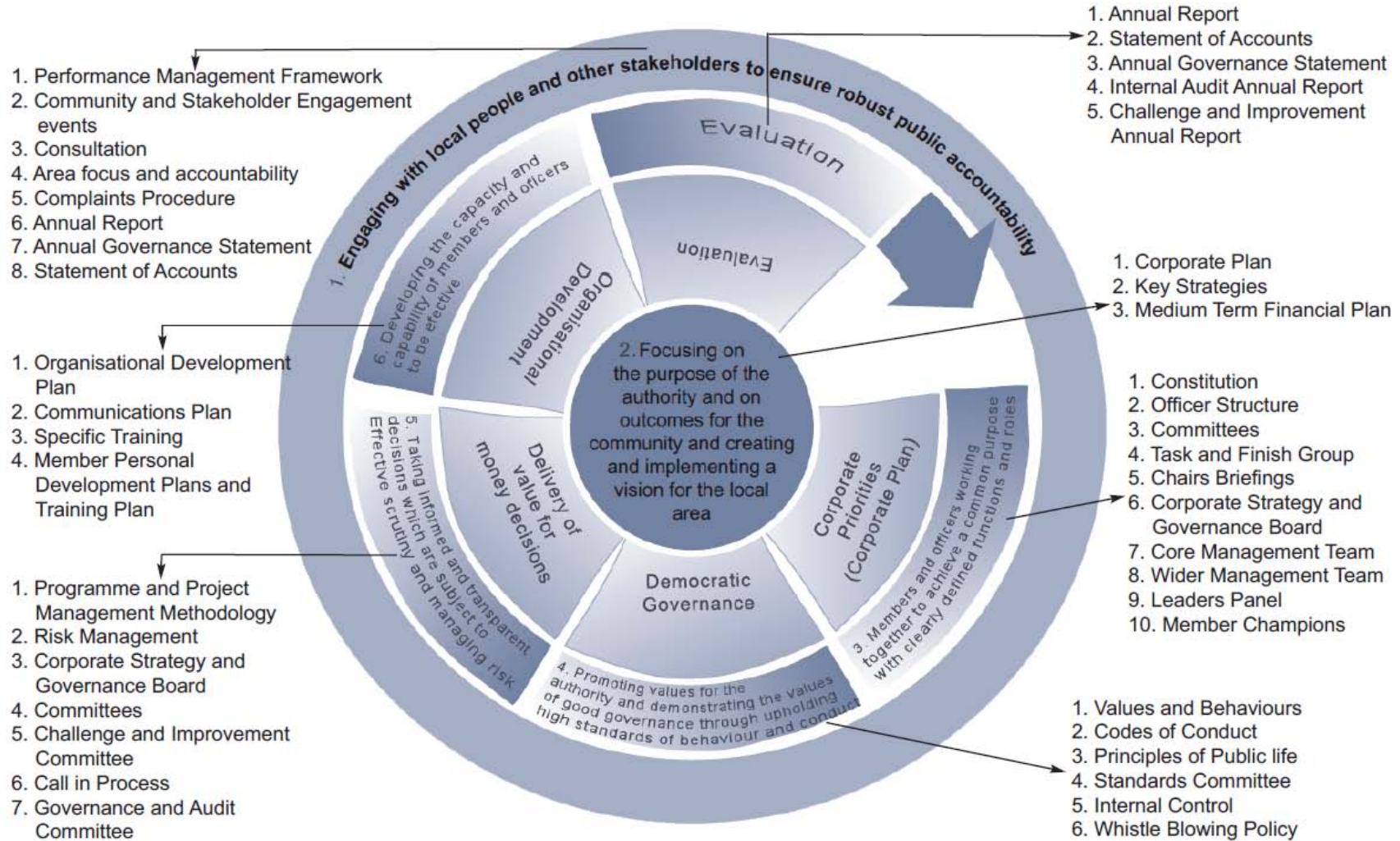
- 4.3. The system of risk management is a significant part of the framework, designed to manage risks to an acceptable level. Risk Management aims to:

1. Identify risks to the delivery of our priorities,
2. Evaluate the likelihood of the of those risks being realised,
3. Evaluate the impacts, should the risks materialise,
4. Identify the control method for risks including any necessary actions.
5. Ensure that risks are managed efficiently, effectively and economically.

- 4.4. It should be noted that the system is designed to manage risk to a level that is considered to be acceptable by the Council, rather than to eliminate the risk. This can only therefore provide reasonable and not absolute assurance of effectiveness.
- 4.5. Risk Management supports the role and work plan of the Governance and Audit Committee and Corporate Governance and Strategy Group by advising on risks to achieving the strategic objectives of the Council and statutory requirements, as set out in corporate and service risk registers.
- 4.6 The review of governance arrangements has included the view of members of Wider Management Team, the Governance and Audit Committee and the Corporate Strategy and Governance Board and Internal Audit on the issues and developments under each of the framework areas and an assessment based on the CIPFA/Solace framework, Delivering Good Governance in Local Government.
- 4.7 The Internal Audit Annual report has given an opinion on the effectiveness of the Council's arrangements for governance, risk management and control arrangements as follows:
- Governance - performing adequately, some improvements required
 - Risk Management – performing adequately, some improvements required.
 - Internal Control - performing adequately, some improvements required
 - Financial Control – performing well

Corporate Governance

Delivering outcomes to the place and community, ensuring value for money and probity in decisions made



5.1 Engaging with local people and stakeholders to ensure robust public accountability

It is vital that everyone is aware that they are accountable to local people and that the Council is open, transparent and accessible to the community.

The Council has continued to develop its role as a community leader through a number of activities, this has included our approach to engaging with our communities and acting as an advocate on behalf of the area.

Improvement made last year to support this principle:

- Staff reorganisation to give teams more of a place focus.
- Divided our district into six smaller areas to be able to focus our resources on meeting the needs of local communities.
- Area summits have been held in each area, where local representatives, business people and community groups have got together to define priorities for the area.
- Progress and Delivery Report introduced to improve reporting on the delivery of the Corporate Plan and service performance.
- Developed relationships with key partners, including regular joint corporate management and political leadership meetings with organisations such as East Lindsey District Council, Lincolnshire County Council and North East Lincolnshire Council.

General activity to support this principle:

- Our Citizen's Panel of over 1,200 people in West Lindsey, helps us to develop and improve our services by taking into account the views and opinions of local people.
- Consultations on service changes such as winter green waste collections.
- Regular local Business Forum meetings have been attended by training providers, employers, and support agencies.
- Reviewed all customer comments and complaints to identify opportunities to learn from the experience that local people have of the services that we provide.
- Staff surveys this year looked at terms and conditions, flexible working and an evaluation of training as well as developing our new values and behaviours.
- Any spending over £500 and senior officer pay is published for local people to see, as well as our pay policy statement.

Significant issues related to this principle:

No issues to report. There were no cases of maladministration determined by the Local Government Ombudsman.

Next steps to improve this principle:

- Realign the Progress and Delivery Reports to match the New Corporate Plan measures
- Further develop the role of the Localism teams
- Review the effectiveness of the Area Summits
- We must be assured that the 6 principles are reflected in the way that we work with partners and that we have confidence that their governance arrangements reflect ours.
- Undertake In Depth Business Reviews to ensure value for money in service delivery

5.2 Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area.

This involves applying strategic leadership by developing a vision for the district; being clear about the outcomes for local people and making the best use of resources to achieve those outcomes.

Improvement made last year to support this principle:

- We launched a new Corporate Plan, to 2014 focusing on the needs of local communities to be able to achieve:
 1. Active, Healthy and Safe Communities
 2. A Green District
 3. A Prosperous District and
 4. An Entrepreneurial Council
 5. Accessible and Connected communities.
- The Corporate Plan includes a range of priorities under these themes.

General activity to support this principle:

By focusing on the needs of the District and the priorities for each of our six areas, we can allocate our resources and work with local partners to be able to make the greatest difference.

Continue to challenge service delivery through the redesign project to clearly define the purpose of the service.

Issues related to this principle:

None identified.

Next steps to improve this principle:

- Refresh the Corporate Plan based on an improved evidence base and feedback from the Area Summits.
- Strengthen the accountability for delivery in the Corporate Plan.
- Improve the Corporate Plan Consultation approach.
- Deliver the In Depth Business Review project to challenge current service provision against the purpose of the Council.

5.3 Members and Officers working together to achieve a common purpose with clearly defined functions and roles (Member/Officer relationships and roles)

It is vital that there is a constructive working relationship between elected members and officers and that the respective roles are carried out to a high standard.

The Council Constitution sets out how the Council operates; how decisions are made and challenged, procedures to be followed to ensure that these are efficient, transparent and accountable to local people.

Improvement made last year to support this principle:

- In 2011, we revised our constitution to make sure that the way we are organised and do business reflects the current needs of the organisation.
- We have reorganised the workforce to be more aligned to deliver the Corporate Plan.
- Monthly Committee Chairs briefings have been introduced to involve members early on in policy development
- Members have volunteered to become member champions – sharing their expertise and information to help us to meet the current challenging needs.
- We have developed a protocol to make clear the different roles of members and officers and so that relationships are built on mutual respect.
- We have set up projects to look at the support that members get, to be able to meet their community leadership role and to be confident in their capacity as members on outside bodies.

General activity to support this principle:

- We have a Member forum that gives members the opportunity to develop a support network where they can learn from each other and help to develop their own training development plans.
- We have held Leader's panel meetings monthly, with senior members to discuss key issues and give guidance to the Management Team.
- Members have been involved in a number of projects and programme boards.

Issues related to this principle:

The Annual Council meeting each year considers a report from the Monitoring Officer which reviews the Constitution to ensure that it remains robust and effective.

Next steps to improve this principle:

- Continue to develop the Task and Finish groups to work on specific policy areas.
- Review the effectiveness of the monthly briefings and implement any improvements identified

5.4 Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour (standards of conduct, probity and ethics)

Showing high standards of conduct and effective governance are vital to promoting high values of good governance and this is important to the Council.

Improvement made last year to support this principle:

- We have further developed our standards by introducing our values and behaviours for all staff through staff and member champions.
- The procedure for registering interests, gifts and hospitality by staff and members has been given a higher profile. Checks and new forms have been introduced with accompanying guidance.

General activity to support this principle:

- The standards regime is changing, but during the period of this statement, there was a Standards Committee whose key objective was to raise the profile of good governance with officers, parish and town councils, members and the public.
- The Standards Committee has also promoted the codes of conduct and ethical governance, making training and guidance available to all members. The Audit Commission report into Governance confirmed that the Standards Committee and processes relating to it are good, as are training opportunities.
- Any issues that could not be resolved here were dealt with by the Standards Board for England.

Issues related to this principle:

There were no issues identified

Next steps to improve this principle:

The Local Government Association has issued a recommended code for members. We have developed our own code to meet these new guidelines and will work with members to make sure that this meets the governance needs of the Council.

5.5 Taking informed, transparent decisions which are subject to effective scrutiny and managing risk.

The Council has recognised the importance of an informed, transparent decision making process that has the confidence of local people and partners.

Improvement made last year to support this principle:

- We have developed the project approval and management approach which requires a thorough consideration to be given to key areas such as the evidence of need for the project, stakeholders and their expectations and outcomes prior to approval to progress.
- We have developed a corporate system that allows us to identify service, corporate and fraud risks and to share information across the organisation.
- We have introduced Corporate Plan delivery boards to govern the delivery of key projects in line with our methodology.
- To make sure that the scrutiny function adds value to the decision making process, the review of the constitution has established a Challenge and Improvement Committee to undertake the overview and scrutiny function. It will work through time limited Task and Finish groups carrying out in depth reviews of topics, focusing on the outcomes of decisions to people in the District. This provides opportunities for all members, particularly those not in a formal role, to be involved in significant work of value to the whole community.
- Together with our County Council colleagues we have carried out exercises to identify our risk appetite in different circumstances. We need to make sure that we take well measured risks which improve overall performance and decision making.

General activity to support this principle:

- Our committee meetings and full Council are held in the evening and are open to the public, who have the right to raise questions. Meetings are also broadcast on our website for people to be able to watch the proceedings. The changes to the Council's constitution strengthen this further, making it explicit that we will facilitate and welcome involvement and input from partners and local people.
- The fraud risk register reflects the Fraud, Corruption and Money Laundering strategy which strengthened consideration of council tax and employment fraud. The strategy also includes a work plan and increased joint working with the Lincolnshire Fraud Group so that we can gain from best practice and allow a County view to be taken of the threats and opportunities that are facing local authorities in Lincolnshire.
- Regular reviews of the procedure rules are undertaken to ensure that the appropriate control framework is in place within the Council's approach to corporate governance.

- Each policy committee receives monitoring information on their respective budgets on a quarterly basis and the Policy and Resources Committee receives a full review of the Council's budgetary position. As part of the capital monitoring process this report gives members an update on the progress of the capital programme.
- A risk management strategy was in place during the period of this statement and will be revised to take account of the changes that have taken place in the organisation.
- New officers and members of the Governance and Audit Committee, as part of their induction training also receive training and awareness raising on the management of risk and their responsibility to identify the risks and opportunities in achieving the Council's strategic aims.

Issues related to this principle:

- Internal Auditors have given limited assurance to the way that project and budget management has been applied and we will be working through an action plan to ensure that the methodology is applied consistently.
- There have been two breaches of the Council's policy on investment counterparty limits and action has been taken to prevent this from happening again.
- An Internal Audit review of our risk management arrangements has given limited assurance as at the time of the audit, it was noted that we were going through a restructure which included changes to the governance arrangements of key groups and senior management. This affected the consistency of the way risk management was conducted.
- Internal audit have raised issues about the achievements and resources of the Joint Planning Unit, of which we are partners.
- Limited assurance has also been given in relation to the Council's partnership arrangements for the operation of financial management systems.

Next steps to improve this principle:

- We will be revising our risk management strategy to take account of changes to the organisation and the work that we have done on defining our appetite for risk.
- Further work is needed to embed the system throughout the organisation and to make sure that risk is taken into account in planning, projects and performance management.
- As a member of the Governance Board for Central Lincolnshire, we will ensure that there is a project and action plan to take the Core Strategy through to adoption.

- We will take the learning from audits related to partnership working this year and review governance in key partnerships.

5.6 Developing the Capacity and capability of Members and Officers to be effective

It is vital that members and officers have the skills, knowledge, experience and resources to perform their roles and to meet the needs of modern local government.

Improvement made last year to support this principle:

- We have introduced a new appraisal process and a set of management standards to help identify training and development needs to ensure that we have a workforce capable of delivering the Corporate Plan in line with our approach, values and behaviours.
- We have assessed the skills that are required by our members, officers and managers and have made a commitment to develop those skills so that the respective roles can be carried out effectively.
- As part of the work to improve the governance arrangements in relation to the roles of officers and members and quality working relationships, we have taken part in member and officer development sessions.
- A Member Forum has been set up with the aim to improve the Member development process and to help establish Member Development Plans. This will help us to meet the future needs of leadership and ensure that members are fully prepared for their roles.
- Induction training is provided for new members and peer mentoring for the group leaders who recognise the importance of supporting group development. A number of members have successfully completed the Leadership Academy, further enhancing overall capability.

Activity undertaken last year to support this principle:

- The Council has a wide range of policies and strategies that help us to make sure that we are complying with agreed processes. This gives assurance that risks are being managed and that we are doing the right things in the right way

Issues related to this principle:

- Our Internal Auditors have identified occasions where there has been non-compliance with policies in relation to project and budget management. Systems have been tightened to strengthen assurance and this is included in the action plan.

Next steps to improve this principle:

- Senior managers are currently working to ensure the roll out of relevant, effective training for members with a flexible approach to meet individual members' needs.
- We will ensure that our policies and procedures are adhered to by raising awareness and checking through the appraisal system.

6. Review of Effectiveness

- 6.1 The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control.
- 6.2 The review of effectiveness is informed by the work of the Chief Officers within the Council who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.
- 6.3 This review has informed the issues and actions that are being taken forward in this approved Annual Governance Statement following agreement by the Governance and Audit Committee in June 2012.

7. Key roles in maintaining and reviewing the effectiveness are performed by:

The Council	The Council has responsibility for the Budgetary and Policy Framework
Corporate Governance and Strategy Board	The group includes the statutory officers of the Council – the Head of Paid Service (Chief Executive), the Monitoring Officer and the Section 151 Officer (the Financial Services Manager), and is responsible for overseeing the Governance Framework, for making decisions around its review and monitoring its effectiveness.
Governance and Audit Committee	Oversees the financial processes, audit and risk management, the corporate governance framework and the Annual Governance Statement and action plan. As part of the Governance Framework, each year, in compliance with Regulation 6 of the Accounts and Audit (Amendment) (England) Regulations 2011, the Governance and Audit Committee carries out a review of the effectiveness of the system of internal audit.
Challenge and Improvement Committee	The Challenge and Improvement Committee is responsible for exercising the powers of call in and scrutiny and to challenge decisions taken by policy committees.
Internal Auditors, Audit Lincolnshire	A major part of the governance process, drawing the attention of the Corporate Governance and Strategy Group and the Governance and Audit Committee to any governance issues or risks that they identify.
Audit Commission	Determine whether we have adequate arrangements to promote and demonstrate the principles and values of good governance.

8 Control

- 8.1 In undertaking this review, the Chief Financial Officer took into account the internal audit plan and its delivery as well as feedback and engagement through the audits.
- 8.2 The Council's financial management arrangements conform to the governance requirements of the CIPFA Statement on the role of the Chief

Financial Officer in Local Government (2010) as set out in the application note to Delivering Good Governance in Local Government: Framework.

9. Issues identified for 2011/12

9.1 Issues identified during 2011/12 or carried forward now deemed resolved

- **Member training and development** – an approach has been approved in year and is on track to be delivered. The effectiveness of this approach will be considered by the Governance and Audit committee to provide assurance on its effectiveness by way of 6 monthly progress reports to the committee.
- **Treasury Management** – received limited assurance during the year from Internal Audit. All actions agreed have been delivered.
- **Use of consultants and ICT access for starters and leavers** – received limited assurance during the year from Internal Audit. All actions agreed have been delivered.
- **Value for Money** – ensuring that we deliver efficient and effective services that meet the needs of our communities, we have developed a programme of service reviews to make sure that all of our services compare well with best practice, are efficient and represent value for money.
- **Transformation** – The changes to project approval and our governance arrangements during 2012 ensure that the 6 principles of good governance are including in the decision making process.

9.2 Issues that continue to be of a concern with regards to good governance to be carried forward to be resolved during 2012/13

6. **Outcomes performance management** – to be assured that performance management is delivering up to date and relevant information that is informing members and managers of the outcomes that are being delivered.
7. **Partnerships** – to be assured of the governance, in particular risk and performance management of our partnership working and the partners that we work with.
8. **Risk Management** – ensuring that risk management is embedded within the organisation and improves and informs performance, decision making and resource allocation. This needs to take into account the changes to the organisation. Management of corporate risks should focus on what is of corporate importance to the Council.
9. **Project management** – to be assured that projects are managed in accordance with our project management principles and that these are embedded and integral to how projects are successfully managed and delivered, and that risk and resources are fully taken account of. Robust governance, project management and budget management practices should be applied.
10. **Joint Planning Unit** – to be assured that an action plan is being followed to take the Core Strategy through to adoption and that an

amendment to the Local development Scheme is approved by the Lincolnshire Joint Strategic Planning Committee.

The issues identified above will be developed and managed quarterly as part of an action plan overseen by the Governance and Audit Committee.

Signed

Signed

Burt Keimach

Manjeet Gill,

Leader of the Council

Chief Executive

Annual Governance Statement Action Plan 2012-13

1. Outcome Performance Management					
Objective: To ensure that the Council has the systems in place to demonstrate the delivery of outcomes to the place and communities.					
ID	Action Required	Due Date	Assigned to	Status	Comments
1.1	G&A committee to consider effectiveness of Progress and Delivery Report	March	Alex Reeks		
1.2	Annual Report to be produced	June	Alex Reeks		
1.3	G&A committee to consider WLDC outcome focus	March	Alex Reeks		

2. Governance of key Partnerships					
Objective: To ensure that key partnership have effective governance in place to deliver the desired outcomes.					
ID	Action Required	Due Date	Assigned to	Status	Comments
2.1	Report on approach to partnership governance to G&A Committee	December	Rachel North		
2.2	Implement approach to partnership governance	March	Rachel North		

3. Risk Management					
Objective: To ensure that effective risk management arrangements are in place to identify, assess and manage risks to the delivery of our priorities.					
ID	Action Required	Due Date	Assigned to	Status	Comments
3.1	A new strategy including escalation arrangements and responsibilities.	September	Carol deHaney		
3.2	Code of practice for managers produced	December	Carol deHaney		
3.3	Training delivered	December	Carol		

3.4	Annual report on risk	December	deHaney Carol deHaney		
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4. Project Management

Desired outcome: To ensure that effective project management arrangements are in place to ensure probity in decision made and effective delivery.

ID	Action Required	Due Date	Assigned to	Status	Comments
5.1	Project Management Methodology refreshed	December	Alex Reeks		
5.2	Codes of practice for Project Management approved	December	Alex Reeks		
5.3	New Project system built		Alex Reeks		
5.4	System Training delivered		Alex Reeks		
5.4	6 Monthly report on methodology scheduled on forward Plan for the next 12 months	December	Alex Reeks		

5. Joint Planning Unit

Objective: To ensure that the Core Strategy is taken through to adoption.

ID	Action Required	Due Date	Assigned to	Status	Comments
1.1	Amend the Local Development Scheme	September	Mark Sturgess		
1.2	Ensure that a project plan is developed to deliver the adoption of the Core Strategy	December	Mark Sturgess		