

SIGNIFICANT GOVERNANCE ISSUES AND ACTION PLAN 2010/11

No.	Area	Action	Responsibility	Target date
1	Responding to the new policy agenda freedoms since the reduction in the inspection regime and national performance reporting regimes			
	During 2010/11, the new coalition Government has set in place plans to reform local government audit, inspection and monitoring arrangements, including the abolition of the Audit Commission, the Comprehensive Area Assessment and Local Area Agreements. The challenge for Cheshire East is how to respond to the greater freedoms to report and monitor performance.	<p>Put in place robust business planning process including full policy context to ensure that submission for service deliver are made within an overall policy framework.</p> <p>Put in place a framework for producing policy briefings, reviewing parliamentary business, communicating with MPs and interpreting/influencing national policy.</p> <p>Use the service planning process, cabinet/CMT away days and the business planning cycle to set performance indicators and outcomes and provide a performance management service to capture the key date and issues to provide cabinet, CMT, all members with information on performance outcomes and appropriate intervention</p> <p>Generate action plans, intelligence and information to support the implementation of the key new acts of parliament.</p>	<p>Head of Policy & Performance/Director Of Finance and Business Services(Cabinet and CMT to provide input)</p> <p>Head of Policy & Performance</p> <p>Head of Policy & Performance</p> <p>Head of Policy & Performance</p>	<p>Sept 2011</p> <p>October 2011</p> <p>August 2011</p> <p>On going (and specific to each key act)</p>
2	Financial Management			
	There are a number of areas e.g. Adult Social Care, ICT Shared Service where significant	Building on progress during 2010/11, a range of actions have been put in place to address budget pressures in the specific areas highlighted, as well as	Director Of Finance and Business Services/CMT	On going

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	overspends were identified. These were managed and the challenge going forward is to further enhance the process to ensure mitigating actions are in place as soon as possible.	<p>improving general standards of financial and out-turn management.</p> <p>Adult Social Care</p> <ul style="list-style-type: none"> ▪ Detailed activity and trend analysis has been used to re-baseline the budget, with a significant increase in resources approved as part of the 2011/12 budget. ▪ Activity based costing introduced to support future budget monitoring and projection of care costs. ▪ Dedicated financial support to Local Independent Living Teams. ▪ Adults Financials Programme initiated to rationalise and simplify financial aspects of care management, including payment and collection of client contributions. <p>ICT</p> <ul style="list-style-type: none"> ▪ Zero-base budget exercise in hand to inform targeted programme of cost reduction. ▪ Improved working arrangements between the Shared Service and client councils, based on open-book accounting. ▪ Improved time recording to support cost allocation and charging. ▪ Additional dedicated financial support ▪ Improved performance management framework. 		

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		<p>General</p> <ul style="list-style-type: none"> ▪ Monthly performance reports introduced to provide more regular briefing for CMT/Cabinet on emerging out-turn issues as well as progress in delivering key savings proposals and service improvements. ▪ Improvements to financial compliance, reporting and guidance being taken forward as part of the corporate Business Management Review programme. ▪ On-going impact of 2010/11 out-turn being analysed to assess implications for forward planning, including the need to find permanent savings where temporary mitigation has been used to balance 2010/11 position. 		
3	Review of Constitution			
	This is a key improvement in governance arrangements to ensure clear allocation of responsibilities, effective decision making and modern procurement practices.	<p>The Constitution Committee continues to review the Council's Constitution on an ongoing basis. The committee's work plan sets out that the following areas will be reviewed this civic year.</p> <ul style="list-style-type: none"> • Executive and Cabinet Procedure Rules • Contract Procedure Rules • Terms of Reference for Overview and Scrutiny committees • Scrutiny Procedure Rules • Staff Employment Procedure Rules 	Borough Solicitor and Monitoring Officer	April 2012

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No.	Area	Action	Responsibility	Target date
		<ul style="list-style-type: none">• Scheme of Delegation• Urgency Provisions• Policy and Budget Framework• Size and Layout of the Constitution• Finance Procedure Rules		