

## ANNEX A

The Best Value Plans have been prepared to address the issues within the PWC Inspection report and subsequent Secretary of State Directions.

A number of best value failures are set out in the PWC report and our policies and procedures have been reviewed to address these. The key issues which have been reviewed are the following:

<b>Grants</b>
Ensure clear needs analysis and strategic focus for grant giving
Governance and decision making around grants <ul style="list-style-type: none"> <li>• Role, terms of reference, conduct of Corporate Grants Programme Board</li> <li>• Standardised application and publicity about assessment/eligibility</li> <li>• Role of member engagement</li> <li>• Declarations of interest</li> <li>• Documentation of rationale for changes</li> <li>• Application of eligibility and quality thresholds</li> <li>• Awards above requested amount</li> </ul>
Grant management and monitoring procedures <ul style="list-style-type: none"> <li>• Formal agreements and record keeping</li> <li>• Standardise monitoring requirements</li> <li>• Consider benefits of consolidation</li> </ul>
<b>Property</b>
Clarity about processes for Property Disposal inc: <ul style="list-style-type: none"> <li>• Circumstances in which permitted to not accept highest offer and/or accepting late offers</li> <li>• Marketing approach period</li> <li>• Documentation and maintaining records</li> <li>• Delegated powers and decision making</li> <li>• Declaration of interests – consider need to require from bidders</li> </ul>
Third Sector/Community Building Allocation Process <ul style="list-style-type: none"> <li>• Late offers</li> <li>• Record keeping</li> <li>• Criteria/process for monetisation of community benefits</li> </ul>
Briefing and training of staff
<b>Publicity spend</b>
Review of Communications Protocol to ensure Council publicity appropriate
Appropriate role of Mayors' media advisors
<b>Procurement</b>
Improve compliance with existing procedures, eg <ul style="list-style-type: none"> <li>• Contracts register</li> <li>• Use of Corporate Director Actions</li> <li>• Documentation and record keeping</li> <li>• Declaration of interests</li> <li>• Local suppliers</li> </ul>

<ul style="list-style-type: none"> <li>• Evaluation processes and documentation</li> <li>• Spot purchasing and aggregated spend</li> </ul>
Delegation and appropriate member engagement
<b>Governance and Culture</b>
Proceed with permanent appointments to Statutory Officer decisions
Ensure openness and transparency in key decision making

In a number of cases, action has already been taken to address the issues raised and these are identified in the Current Status sections of the attached plans. In other cases, further action is planned and proposed actions and deadlines are set out.

The Directions also addressed other issues which were not covered in the Best Value Inspection report – Elections and a costed publicity plan. In addition, discussion with the Commissioners, the Mayor and others in developing the Best Value plans have led to additional actions in relation to the Organisational Culture section to address some of the underlying governance issues. In particular, in a clear statement of openness and a desire to improve, the Council is proposing a Local Government Association facilitated forum to review elected member relationships to address some of the issues which have emerged.