



CORPORATE GOVERNANCE COMMITTEE

YOU ARE REQUESTED TO ATTEND A MEETING OF THE CORPORATE GOVERNANCE COMMITTEE TO BE HELD IN THE PRINCIPAL COMMITTEE ROOM, THE DEANE HOUSE, BELVEDERE ROAD, TAUNTON ON THURSDAY 5TH APRIL 2007 AT 18:15.

AGENDA

1. Apologies
2. Minutes of the meeting of the Corporate Governance Committee held on 18 December 2006 (attached)
3. Public Question Time
4. Declaration of Interests. To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct
5. Standards Committee Annual Report 2005/2006. Report of the Chair of the Standards Committee (attached) David Baker
6. Section 106 Agreements. Details on the level of Section 106 Agreements held by the Council and an indication of those that are due in the foreseeable future. Report of the Financial Services Manager (attached). Please note Appendix A will be circulated at the meeting. Paul Carter
7. Review of Asset Management Arrangements. Details of recent changes made to Asset Management Practices following comments made by the Council's External Auditor in the Annual Governance Report. Report of the Financial Services Manager (attached) Paul Carter
8. Update on Corporate Improvement Plan. This report includes the actions against the Council's CPA weaknesses and the Statement of Internal Control Action Plan. Report of the Scrutiny Manager (to follow) Simon Lewis
9. Internal Audit Plan 2006/2007 - Progress Review. This report highlights the significant findings and recommendations that have occurred since December 2006 and provides an update on management responses to Internal Audit findings and the implementation of recommendations for audits completed during the 2005/2006 financial year. Report of the Group Auditor (South West Audit Partnership) (attached) Chris Gunn
10. Taunton Deane Borough Council Internal Audit Plan 2007/2008. Report of the Group Auditor (South West Audit Partnership) (to follow) Chris Gunn

Democratic Services Manager
30 March 2007

Corporate Governance Committee Members:-

Councillor Williams (Chairman)
Councillor Mrs Lewin-Harris (Vice-Chairman)
Councillor Beaven
Councillor Denington
Councillor Hall
Councillor Lisgo
Councillor Meikle
Councillor Prior-Sankey
Councillor Mrs Smith
Councillor Wedderkopp
Councillor Mrs Whitmarsh



Members of the public are welcome to attend the meeting and listen to the discussion. Lift access to the main committee room on the first floor of the building is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available. There is a time set aside at the beginning of the meeting to allow the public to ask questions



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter. If you require any further information, please contact Greg Dyke on:



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Website: www.tauntondeane.gov.uk (Council, Executive, Review Board & Review Panel Agenda, Reports and Minutes are available on the Website)

Corporate Governance Committee – 18 December 2006

Present: Councillor Williams (Chairman)
Councillor Mrs Lewin-Harris (Vice-Chairman)
Councillors Beaven, Denington, Hall, Lisgo, Meikle, Prior-Sankey,
Mrs Smith, Wedderkopp and Mrs Whitmarsh.

Officers: Ms S Adam (Strategic Director)
Mr P Carter (Financial Services Manager)
Mr B Cleere (Head of Policy and Performance)
Mrs G Croucher (Review Support Officer)
Mr C Gunn (Internal Audit Manager)
Mr P Weaver (Head of Environment and Leisure)

Also Present: Councillor Mrs Bradley

(The meeting commenced at 6.30 pm)

16. The minutes of the meeting held on 25 September 2006 were taken as read and were signed.

17. Risk Management Strategy

Reference Minute No 13/2006, reported that a Risk Management Strategy had been produced which set out the Council's approach to Risk Management, together with a sharepoint intranet site to form a comprehensive database of Risk Management activity and information.

All major projects would now be subject to the Risk Management process with the appropriate project leader taking responsibility for the project Risk Register. Smaller projects would be assessed if requested by the project leader or CMT.

RESOLVED that the Executive be recommended to adopt the Risk Management Strategy.

18. Review of Project Management Arrangements

Mr Brendan Cleere, Head of Policy and Performance, updated Members with regard to Project Management.

The Corporate Governance Committee would provide an overview rather than look at individual projects. Members would agree standards, monitor the progress made and agree corrective action if necessary on major projects on a six monthly basis.

Members would receive training in Project Management.

RESOLVED that a further report be made to the June 2007 meeting of the Corporate Governance Committee.

19. Section 106 Agreements

Considered report previously circulated, updating the Committee on the Section 106 Agreements entered into by the Council and developers. The report also gave details of the Section 106 monies held. This amounted to £1,213,000.

Section 106 Agreements provided the Council with capital resources needed to meet key priorities, such as the provision of affordable housing, and details of Agreements currently in place were given.

RESOLVED that:-

1. further details of current Section 106 Agreements be made available by the end of January 2007; and
2. a further report be made to the next meeting.

20. Annual Efficiency Statement

Considered report previously circulated, that detailed the progress made by the Council to make efficiency savings each year.

Local Authorities were required to demonstrate 2.5% per annum efficiency gains between 2005/2006 and 2007/2008 when compared to the 2004/2005 budget position. These gains were measured against set financial targets and included both capital and revenue spending.

Progress would be reported through the Annual Efficiency Statement (AES) and would be updated three times a year. The most recent AES submissions showed total expected efficiencies to be well above the targets set and details of the progress made in reaching these targets was submitted.

Prior to submission to the Department of Communities and Local Government, the AES would need to be signed by the Leader of the Council, the Chief Executive and the Section 151 Officer.

RESOLVED that the report be noted.

21. Internal Audit – Progress Report

Considered report previously circulated, which provided an update on the progress made against agreed audit recommendations from 2005/2006. The report also detailed the activities of the Internal Audit team for the period September to December 2006.

Reported that 22 audit reviews completed during 2005/2006 had resulted in 177 recommendations being made. Although follow up visits had yet to be

completed for all of these audit areas, summary details of progress against the recommendations was submitted.

Summary details were also submitted of the audits completed from September to December 2006 which included any significant findings or recommendations.

RESOLVED that the report be noted.

22. Corporate Governance – Audit Commission Pilot

Considered report previously circulated, requesting the Corporate Governance Committee to support the Council's involvement in pilot Corporate Governance Review Arrangements with the Audit Commission.

The Audit Commission had been developing new arrangements for Corporate Governance inspections in local authorities. They were piloting their new arrangements in several councils and had approached Taunton Deane to assist in the pilot exercise.

All Members and senior managers would be requested to complete a questionnaire on governance matters. The results would help to identify areas that required more attention and if this could be achieved by further training, issuing clearer guidance or rewriting protocols.

The action plan highlighting areas for improvement would assist in the preparation of a Local Code of Corporate Governance, a task that had been outstanding for some time. The results would be available in early 2007.

RESOLVED that the pilot Corporate Governance Review Arrangements with the Audit Commission be agreed.

(The meeting ended at 7.47 p.m.)

TAUNTON DEANE BOROUGH COUNCIL

STANDARDS COMMITTEE – ANNUAL REPORT – 2005/06

Introduction

The Council's Standards Committee has been operating since 2000. Although our meetings are open to the public, the minutes are available for inspection and regular updates of our work published in the Weekly Bulletin, we feel it is good practice to produce an annual report so that Members of the Council and the public are aware of our activities.

Membership

The Council have complied with the appropriate legislation and in addition, has ensured that the Committee had a majority of independent members who were not connected with the Council. In accordance with the legislation, our Chairman is chosen from the independent members.

There are also two Parish Council representatives and one Councillor from each of the political groups represented on the Council.

Over the last year we have received Bryan Gould's resignation and terminated the membership of Wing Commander Whittaker. However, these vacancies have recently been filled and we are pleased to welcome David Gollin and Harold Inder to the Committee.

The Committee's membership is as follows:

Independent Members:

David Baker OBE (Chairman)
Anne Elder
John Dewdney
David Gollin
Harold Inder
Maurice Stanbury
W Lynn Rogers

Parish representatives:

Philippa Hawks
Ernie Warren

Council representatives:

Councillor Mrs Allgrove
Councillor Croad
Councillor Slattery
Councillor Mrs Whitmarsh

We are supported at our meetings by the following Council officers:-

Jeremy Thornberry, Monitoring Officer, David Greig, Parish Liaison Officer and Greg Dyke, Member Services Manager.

Terms of Reference

The Local Government Act 2000 introduced certain principles governing the conduct of members and relevant authorities.

The Terms of Reference which have been adopted by Taunton Deane's Standards Committee are:-

- (a) To advise on the adoption and monitoring of the new local Code of Conduct for Members.
- (b) To be responsible for training of Councillors on ethical conduct.
- (c) To promote and maintain high standards of conduct in the Authority and assist the Authority's Members to observe its Code of Conduct.

Functions of the Standards Committee

In accordance with Section 54 of the Local Government Act 2000, the Committee is responsible for:-

- (a) promoting and maintaining high standards of conduct by the Members and co-opted members of the Authority; and
- (b) assisting members to observe the Code of Conduct;
- (c) advising on the adoption of a Code of Conduct;
- (d) monitoring its operation; and
- (e) advising, training or arranging to train members on matters relating to the Code.

Future direction of Committee

The Committee felt that it needed additional administrative support to enable it to better function. It was also felt that more should be done to engage public interest in the work of the Committee.

As well as needing additional resources and raising its profile it was considered that the Committee needed to be more proactive in its monitoring and advice role. Public awareness of the Committee and its work needed to be increased so that Councillors, Parish Councils and the public were aware of the work being undertaken to develop, promote and maintain high standards of conduct across local government.

There were a number of operational areas within the Council that the Committee felt it needed to be more aware of. These included the Register of

Interests, Hospitality Register, The Constitution, codes of practice and protocol and monitoring procedures.

Training

The Committee used the Member Briefing session on 27 June to provide Councillors with an update on ethical standards issues, remind them of the current position and draw attention to planned changes to the Code of Conduct.

Review of the Year

The Committee held its first local hearing when it considered an allegation that a former Parish Councillor failed to declare an interest and withdraw a meeting. The Committee came to the conclusion that there had been a breach of the Parish Council's Code of Conduct and that the Parish Councillor had failed to declare a personal and prejudicial interest and withdraw from the meeting. It was further agreed that as a result of this breach, the Parish Councillor be censured and further training be offered to the Parish Council and its clerk.

A meeting with political group leaders of the Council took place on 11 April 2006. Many issues were discussed, particular the forthcoming changes in legislation and the proposal that local Standards Committees would have greater responsibility for appeal hearings.

It was essential that the delays experienced by the Standards Board for England were not duplicated when hearings were heard locally and the Group Leaders were informed of the view that sufficient funding would need to be made available to ensure that these delays did not occur.

In general the Group Leaders were supportive of the training programmes which had been developed by the Standards Committee and would encourage all of its Members to attend ethics and probity training/briefing.

The Monitoring Officer agreed that a review of the Employees Register of Interests would be undertaken, as concern was expressed that not all employees were aware of their obligation to record any items of interest.

The Committee had requested, that the Council's Hospitality Registers and the Register of Interests were made available for inspection. It was agreed that as part of its role to monitor Ethics and Probity proactively, these Registers would be made available for inspection on a regular basis by the Committee.

Independent members continued to attend the South West Independent Members Forum at which we are able to hear from officers of the Standards Board and share good practice with our colleagues.

The Monitoring Officer provides regular briefings on current Ethics and Probity

Issues and Members continue to seek advice on all issues relating to Ethics and Probity.

The Chairman, Jeremy Thornberry, Monitoring Officer and Greg Dyke, Member Services Manager attended the 2005 Annual Assembly of Standards Committees and would attend the 5th Annual Assembly in Birmingham in October.

Work with the Parishes

David Greig, Parish Liaison Officer continues to work with the Parishes to raise the awareness of ethics and probity. No concerns had been raised from his observations of these Parish Council meetings over the way the Parishes approach their responsibilities under the Code of Conduct.

Numerous enquiries from Parish Councils or declarations of personal and prejudicial interests had been received and suitable advice given.

The Chairman had attended a meeting of the West Hatch Parish Council where he gave a presentation on the work of the Standards Committee. This had been an opportunity to explain what the Committee's role was and he had written to all Parishes offering the attendance of Standard Committee Members at their meetings.

The Annual Meeting of Parish Councils had included an item regarding Ethics and Probity and the Chairman of the Standards Committee had addressed the last meeting.

The Committee considered in what areas improvements could be made and felt that it was necessary to build monitoring into regular meetings and that the Committee should do more to fulfill its statutory role in relation to Parish Councils.

It was noted that Parish Council elections would take place in 2007 when many new Parish Councillors would be elected and there would be a need for formal training sessions at that time.

In an effort to continue to be proactive, the Committee felt that it might be useful for Members to visit and observe meetings of Parish Councils from time to time. It was also suggested that a small Road Show presented by the independent members of the Committee visit Parish Councils to explain the work of the Standards Committee during an Information Evening.

The Parish Liaison Officer would continue to make Parish Councils aware of their responsibilities with regard to Ethics and Probity and would periodically report back to the Committee, any issues he felt they should be aware of. The Committee agreed to make themselves available to attend Parish Council meetings and to make Parish Councillors aware that they would be welcomed to attend any meetings of this Standards Committee.

Training in Ethics and Probity would now be available for new Parish Councillors as part of their induction.

Latest trends and impending national changes

The Office of the Deputy Prime Minister (ODPM) had produced a paper on the Government's thinking on the general direction of travel for the development of the conduct regime for Local Government.

It was anticipated that the Standards Board for England would have a more central strategic role continuing as a champion and promoter of consistently high standards of conduct across Local Government whilst continuing to investigate matters of most national significance. The focus of its work would be adjusted away from the primary role of the investigation of cases and towards the provision, maintenance and monitoring of a national framework to ensure high standards locally.

This meant that a more local approach for case handling would be developed with more cases being referred to local Standards Committees for investigation.

This development would result in the need to strengthen local Standards Committees and provide sufficient capacity for monitoring officers to undertake investigations. Additional training and support arrangements would possibly be necessary. It was anticipated that this work would take some time to complete but in the meantime the Standards Board for England intended to continue the trend of referring an increasing number of cases for local investigation and determination wherever appropriate.

A new Code of Conduct was also being developed which would be clearer, simpler and change the existing rules relating to personal and prejudicial interests. Whilst welcoming the changes proposed by the ODPM the Committee acknowledged that this would result in additional pressure on the Council's Monitoring Officer and that further resources would be necessary if investigations were to be undertaken locally.

Communications

Public access to documents was an important issue for the Standards Committee. This had been improved, with regular updates in the Weekly Bulletin. There was now a dedicated page on the Taunton Deane web site for the Standards Committee which detailed the membership and outlined the role of the Committee. Minutes of the meetings of the Committee were also available to the public via the web site.

David Baker
Chairman
Taunton Deane Standards Committee

TAUNTON DEANE BOROUGH COUNCIL

CORPORATE GOVERNANCE COMMITTEE 5 APRIL 2007

REPORT OF THE FINANCIAL SERVICES MANAGER

This matter is the responsibility of Executive Councillor Williams
(Leader of the Council)

SECTION 106 AGREEMENTS

1 Executive Summary

- 1.1 Attached at appendix A is a list of the S106 agreements held by the Authority and those planned for the future. The Committee is asked to note the current position.

2 Introduction

- 2.1 At the last meeting of the Corporate Governance Committee in December 2006, Members requested fuller details on the level of Section 106 Agreements held by the Authority and an indication of those that were due in the foreseeable future. This report provides these details and updates Members on developments in this area.

3 Current and Future S106 Monies

- 3.1 As requested at the last meeting of the Committee, Members will have received, at the end of January 2007, a schedule of existing and future S106 monies. For Members convenience this schedule is reproduced again at Appendix A.
- 3.2 Appendix A shows that the Authority currently holds £822k in S106 monies at present with a further £1,709k due from future agreements. These have to be used by the Authority for the following functions:

Use	Amount Already Held £000	Amount expected from Future S106 agreements £000	Total £000
Sport	388	707	1,095
Recreation	302	395	697
Affordable Housing	132	607	739
Total	822	1,709	2,531

4 Current Developments

- 4.1 S106 developments are becoming increasingly important to the Authority. They provide the Council with capital resources to meet a number of key objectives; not least they will provide resources to meet the Council's top priority, the delivery of affordable housing. As a result the Authority is developing a S106 Strategy to ensure that it is maximising the opportunities available from this system. This is being progressed by the Head of Development and external advice is being procured from the Council's Treasury Management advisors, Sector.

They will carry out a “health-check” on our S106 procedures and policies.

- 4.2 An aspiration of the Council is to be able to employ an officer who will deal solely with S106 agreements. Their role will be to ensure that the amount of money received by the Council is maximised, and that there is co-ordination between the varying sections of the Council who deal with these agreements. A spin off of this role would be to make the post self-funding from additional income generated. This will be subject to a separate report to Members in due course.
- 4.3 Officers from within Units, which utilise S106 monies, will be present at the meeting to answer general queries regarding these agreements. However due to the volume of agreements that the Council is involved in it would be appreciated that if any Member has a specific query regarding a specific agreement then they are requested to contact the relevant officer beforehand:

Service Area	Contact Officer
Sport and Recreation	Karen Hughes, Leisure Development Manager, Tel: 01823 356549
Affordable Housing	Lesley Webb, Housing Enabling Manager, Tel: 01823 356351

5 RECOMMENDATIONS

- 5.1 The Committee are requested to note the contents of this report.

Contact Officer: Paul Carter
Financial Services Manager
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Email: p.carter@tauntondeane.gov.uk

TAUNTON DEANE BOROUGH COUNCIL

CORPORATE GOVERNANCE COMMITTEE 5 APRIL 2007

REPORT OF THE FINANCIAL SERVICES MANAGER

This Matter Is The Responsibility of Executive Cllr Cavill

REVIEW OF ASSET MANAGEMENT ARRANGEMENTS

1 Executive Summary

The Authority has made several changes to improve the way in which it manages its asset base this report details the improvements made.

2 Introduction

2.1 This report details recent changes made to Asset Management Practices over recent months, following comments made in last years Annual Governance Report by the Council's external auditor. The Committee are asked to note the contents of this report and the progress made to date.

3 Asset Management Arrangements

3.1 Included within the 2006 Annual Governance Report were comments by the Council's external auditor on how the Council deals with Asset Management. The Auditor said:

"The most significant weakness identified in our work supporting our use of resources judgement related to the Council's management of its assets. We noted that the Council has made little progress in developing the use of PIs and benchmarking to help it manage its asset base proactively and to provide assurance that the property portfolio provides value for money"

3.2 Asset Management is an important part of the Council's "Use of Resources" assessment by the Audit Commission. It is important that the Council shows continual improvement in this area.

3.3 The table below shows improvements made to asset management practices as a result of the weaknesses identified previously:

Issue	How has the Council addressed this?	Action Owner
General Fund Capital Budget Monitoring	The internal Asset Management Group now receive monthly progress reports detailing financial progress on meeting the Council's capital programme – this information will also be included in the quarterly performance report to Review Board	Steve Murphy (Principal Accountant)
Use of Performance Indicators (PIs)	Extensive research is now ongoing with various other local authorities, consultants	George Stark (Maintenance

	and the Somerset Asset Management Group to establish meaningful local PIs – these will be used within the 2007/08 Asset Management Plan	and Design Manager)
Use of Whole Life Costing and Options Appraisals for property solutions	The Council now ensures that both Whole Life Costing and Options appraisals are included within any significant property development proposals, for example this is being included in the work being done by GTH on their appraisal of the future options for the existing plant nursery site	George Stark (Maintenance and Design Manager)
Ongoing Maintenance of the AMP throughout the year	The AMP is now available on the Council's website and is updated monthly with any changes to the Council's property portfolio	George Stark (Maintenance and Design Manager)
Asset Registers	The Council does not, as yet, have a dedicated Asset Register, with information being held within a number of sources, it is expected however that the ISIS partnership will be able to provide a comprehensive register. In the meantime work is being undertaken to improve the financial data held on our assets.	Steve Murphy (Principal Accountant)
Identification and verification of Assets	The Financial Services Unit has spent considerable time ensuring that the value of its Equipment and Infrastructure assets is fair and matches the true physical assets held by service departments. This will enable the external auditor to have confidence in the asset values shown within the annual Statement of Accounts	Steve Murphy (Principal Accountant)
How does investment in Assets relate to our Corporate Objectives	To be included within the 2006/07 Performance Outturn Report will be a section reviewing how capital investment has linked with progress against our Corporate Objectives. This will be an ongoing feature of future performance reports.	Paul Carter (Financial Services Manager)

4 Recommendations

4.1 As can be seen above there have been some considerable improvements made to Asset Management over recent months. Officers are confident that these will help the Council maintain its overall Use of Resources score.

4.2 The Committee are requested to note the contents of this report.

Background Papers: Executive 6 December 2006, Asset Management Plan, Report of the Corporate Property Manager.

Corporate Governance Committee 25 September 2006, Annual Governance Report – External Audit.

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TAUNTON DEANE BOROUGH COUNCIL

CORPORATE GOVERNANCE COMMITTEE 5 APRIL 2007

REPORT OF THE SCRUTINY AND PERFORMANCE MANAGER

This matter is the responsibility of Executive Councillor Williams
(Leader of the Council)

UPDATE ON CORPORATE IMPROVEMENT PLAN

Executive Summary

This report details the 2006/07 Corporate Improvement Plan, highlighting progress against key improvement areas for the Council and 'Use of Resources weaknesses', both identified through Audit Commission inspections. It also incorporates the 'Statement of Internal Control' improvement plan.

1. Background

1.1 The Audit Commission undertakes an annual assessment of the Council to review our Use of Resources including value for money. This also covers our 'direction of travel' and examines our overall performance, progress against our Corporate Aims and our accounts and governance arrangements. The Audit Commission reports its findings in an Annual Audit and Inspection Letter (AAIL). The AAIL can be viewed through the following web-link:

<http://www.tauntondeane.gov.uk/tdbcsites/finance/annualauditandinspectionletter.asp>

1.2 The Audit Commission scored us 3 out of 4 overall for Use of Resources in their March 2006 AAIL, with the following breakdown:

Element	Assessment
Financial Reporting	3 out of 4
Financial Management	3 out of 4
Financial Standing	3 out of 4
Internal Control	2 out of 4
Value for Money	3 out of 4
Overall	3 out of 4

To put this in context, only 23 out of 238 District Councils in the country had better scores than this, and we were ranked amongst the top four in the South West.

1.3 As part of our Performance Management Framework, we used the AAIL and Use of Resources assessment to identify our weaknesses and formulate a Corporate Improvement Plan. We agreed this improvement plan with relevant managers and officers and then monitored progress on a six-monthly basis. The Improvement Plan was last taken to CMT in July 2006.

1.4 To avoid duplication and to simplify matters for managers, we also incorporated the Statement of Internal Control action plan into the Corporate Improvement Plan.

2. The Improvement Plan

2.1 The Improvement Plan is attached as Appendix A (The Key Council Improvement Areas) and Appendix B (The 'Use of Resources' weaknesses.) We deliberately focussed on tackling the Use of Resources weaknesses that would ensure we maintained our 2006 score, with a view to increasing our scores for the Financial Reporting and Internal Control elements.

2.2 The Improvement Plan identifies nine 'Key Council Improvement Areas' (Appendix A), five of which no longer appear in the 2007 Annual Audit Inspection Letter.

2.3 The Improvement Plan identifies 29 areas for improvement under 'Use of Resources' (seven of which are no longer considered a weakness by the Audit Commission) and a further 9 from the Statement of Internal Control (Appendix B). Progress has been made against the vast majority of these weaknesses.

3. The 2007 Picture

3.1 The Audit Commission have recently published their Annual Audit and Inspection Letter for 2007, and have scored us three out of four again, with the same breakdown as last year (see table 1.2). The Audit Commission passed comment that we were doing well to have retained this scoring, as the judgements were becoming stricter and we had also been focussing on other priorities (particularly ISiS and Stock Transfer).

3.2 The 2007 Audit Inspection Letter has identified further areas to focus on improving. These are summarised as follows:

- Monitor general fund expenditure closely to agree timely and effective action for any overspends
- Review working balances in the HRA, taking account of key financial risks
- Ensure clarity and communication of high level efficiency gains and workforce implications of large scale transformation projects
- Review systems for producing performance indicators, especially key indicators
- Provide and enable the development of more affordable housing

The AAIL 2007 can be viewed through the following web-link:

<http://www.tauntondeane.gov.uk/tdbc/sites/finance/annualauditandinspectionletter.asp>

3.3 The Audit Commission have also reviewed our position against the Use of Resources criteria. They are happy that we have addressed some of the weaknesses, but now have additional criteria to focus on for 2007/08.

3.4 We are in the process of updating our Corporate Improvement Plan to reflect the AAIL 2007, as well as actions required from the recently published White Paper. We will distribute this to managers and staff shortly to communicate the areas they need to tackle, to ensure continuous improvement.

4. Recommendation

4.1 The Corporate Governance Committee is requested to note progress against the Corporate Improvement Plan and to raise any concerns identified.

Contact Officer

Simon Lewis

Scrutiny and Performance Manager 01823 356397

s.lewis@tauntondeane.gov.uk

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
Annual Audit Inspection Letter Action needed by the Council						
PERFORMANCE MANAGEMENT						
Ensure adequate performance management arrangements exist to measure effectiveness and impact of key priorities and in particular economic investment and partnerships.	S Lewis	AAIL	Quarterly performance reports demonstrate progress against Corporate Priorities and the impact to the community.	Quarterly 'dashboard' reporting of progress against the Corporate Strategy includes impact to residents. The Draft Economic Development Strategy is written and includes measures for impact and effectiveness of actions. Ec Dev priorities have been built into the new Corporate Strategy for 2007-10. This is no longer recognised as a weakness in the AAIL 2007	Continue to develop this through robust monitoring of the Corporate Strategy and Economic Development Strategy	No longer a weakness
Ensure clear objectives and targets to assess progress in achieving economic vitality and impact of investment.	S Kendall	AAIL	Regular reporting of progress against objectives and targets from the Economic Development Strategy will show impact of investment and economic vitality.	Draft Economic Development Strategy written. Ec Dev has been built into new Corporate Strategy for 2007-10. This is no longer recognised as a weakness in the AAIL 2007	Continue to develop this through robust monitoring of the Corporate Strategy and Economic Development Strategy	No longer a weakness
PARTNERSHIPS						
Ensure effectiveness of partnerships and use of grants, assessing whether achievements meet or exceed expectations.	B Cleere	AAIL Delivery	Reports produced and actioned which demonstrate effectiveness of partnerships and use of grants. SLAs in place and "Fit for purpose" LSP from Jan 07. Also 'Somerset Compact' operating effectively	SOLACE partnership review completed	Follow-up work from SOLACE Partnership Review required. We need to review partnerships and SLAs to ensure their actions support key local priorities in the sustainable Community Strategy that feed into wider LAA targets. They will demonstrate clear alignment to the 35 national targets	2007/8
Require better monitoring of the effectiveness of the extensive partnership activity on which economic development services depend.	B Cleere	AAIL	Timely and relevant reports produced on the effectiveness of partnership activity.	SOLACE partnership review completed	Develop systems to monitor and report on effectiveness of key economic partnerships, to report effectiveness of action above	2007/08
EQUALITIES						
Maintain improving focus on internal and external equalities and diversity and more effectively use the results of its consultation with 'hard-to-reach' groups to adapt services to meet all community needs	B Cleere	AAIL SIC Corp Strategy CPA 2004	Following equality impact assessments to all service areas, services adapted to meet all community needs. Corporate Equalities Scheme in place by December 2006	Equality Impact assessments mostly completed. Progress in other areas including diversity forums and documents in other languages and formats. The Corporate Equalities Scheme is now in place and shows programme of equality impact assessments to be completed in 2007. This is no longer recognised as a weakness in the AAIL 2007	Integrate to Heads Plans, involve scrutiny. Roll out Equality Impact Assessments to all other service areas. Embed Corporate Equalities Scheme	No longer a weakness 2007/08 ongoing
SCRUTINY						
Improve the effectiveness of scrutiny to assist in meeting the Council's objectives and as a force for driving innovation and improvement.	S Lewis	AAIL SIC Corp Strategy	Scrutiny embedded within the council and no longer seen as a 'weakness'. Scrutiny drives innovation and improvement.	Members Forward Plan in place, Charing training agreed, officer and member guidance published, Task and Finish reviews launched and having an impact. Discussions taking place to roll out Task and Finish Reviews as the main medium of scrutiny	Continue to develop Scrutiny and move towards more Task and Finish reviews with more tangible outcomes. Increase training after the election	2007/08
LEADERSHIP						
Ensure stronger alignment between human capacity and key priorities including organisational change and project planning.	S Adam	AAIL SIC	Impact of organisational change managed. Prioritisation and project plans implemented effectively.	Leadership training, Change Management training and awareness delivered to staff and managers. Specific teams set up with project plans for main projects (ISiS, LSVT, Waste Board, Job Evaluation etc) This is no longer recognised as a weakness in the AAIL 2007, although capacity is still raised as a concern	SMT to continue to deliver change management and awareness to staff and tackle the important issues	No longer a weakness
STAFF ABSENCE						

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
Set challenging targets and reduce staff sickness.	K Toller	AAIL SIC CPA 2004	Staff sickness reduced.	Staff sickness has reduced by 1 day per FTE in 2005/06 and looks to be dropping further in 2006/07. This is no longer recognised as a weakness in the AAIL 2007, but is still clearly an issue for this Council to tackle	Continue development and implementation of current plans.	No longer a weakness, but we continue to tackle this
BUDGET MONITORING						
Continue to seek further efficiency savings to minimise the impact of budget constraints on the quality and levels of services provided.	S Adam	AAIL	Efficiency savings made whilst maintaining good quality and levels of service.	We continue to meet our Gershon savings targets. Efficiency targets and results are reported in September each year	Restructure of Core Council with ISIS will tackle budgetary issues	Ongoing
Key: AAIL - Annual Audit Inspection Letter; SIC - Statement of Internal Control; CPA - Comprehensive Performance Assessment; Corp Strategy - Corporate Strategy						

APPENDIX B CPA Improvement Plan for Use of Resources

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
VALUE FOR MONEY						
Objectives to achieve Level 4						
Develop the benchmarking of value for money; there is scope for making more comparisons based on direct links between costs (including unit costs) and service performance. There is a specific need to establish benchmarking for asset management.	S Lewis	AAIL	Effective measures and benchmarking in place to improve focus and reporting on Value for Money.	We have written a position statement on our existing benchmarking. We have agreed an approach to developing Asset Management benchmarking	Complete a review of the opportunity of benchmarking at the Council with recommendations. Work with the Asset Management Group to identify which performance measures and how to benchmark in future	June 07 March 07
Develop appropriate local indicators for cost-effectiveness and value for money.	S Lewis	AAIL	Local indicators for cost effectiveness and value for money being used and driving Value for Money.	We have reviewed Best Practise from other Councils (Wychavon, Chichester, Horsham) written a position statement and identified measure for cost-effectiveness and vfm	To review this further to ensure it is robust and built into systems across the organisation	Jul-07
Continue to assess the benefits of further integration with neighbouring councils using a clear business case with all options considered.	S Adam	AAIL	Integration implemented through ISIS, waste partnerships and consideration of other business cases.	ISIS preferred bidder selected. Waste Partnership progressing.	Commence ISIS partnership. Start Waste Partnership. Identify other suitable partnerships to progress (e.g. Building Control) This is no longer recognised as a weakness in the AAIL 2007	Jul-07
Use the proposed procurement strategy to effectively assess and help address wider community needs, and to drive a consistent approach to procurement across all services.	S Lewis	AAIL	Procurement Strategy driving procurement across the Council and addressing wider Community needs.	Scrutiny of required Community Benefits of Procurement by members and agreement of the Joint Procurement Strategy (RR Panel)	Work closely with the ISIS bidder to revise the Joint Procurement Strategy to ensure that outcomes are achievable, meet wider Isis requirements and our own needs	Summer 2007
FINANCIAL REPORTING - How good are the Council's financial accounting and reporting arrangements? □ (Striving to achieve Level 4)						
1.2 The Council promotes external accountability						
1.2 LEVEL 3: The council can demonstrate that it is considering the views of a range of stakeholders in making its decision whether to publish an annual report (new definition)	P Carter	UoR Feedback	Parish Council opinions helping to shape the Annual Report.	Letter sent annual to Parish Councils, key stakeholders and councillors requested their views on summary accounts	Continue as present	Ongoing
1.2 LEVEL 3: The council publishes summary financial information that meets the needs of a range of stakeholders. (new definition)	P Carter	UoR Feedback	Summary financial information easily accessible to stakeholders	The Annual Report published summary information and signposts more detailed summary and full accounts available in public places and website. Also summary accounts sent to key stakeholders (Oct 06)	Completed and ongoing	Ongoing
1.2 LEVEL 4: The council publishes an annual report or similar document which includes summary accounts and an explanation of key financial information and technical terms designed to be understandable by members of the public.	P Carter	UoR Feedback	Summary accounts and key financial information produced in a report, easily accessible to the public.	The 2006/07 Annual Report included very basic financial information, plus we produced the summary accounts and Council Tax leaflet	We need to include more detailed summary accounts in the 2007/08 Annual Report	April 2007 for June publication
1.2 LEVEL 4: The annual report or similar document is available in a wide variety of formats to meet local user needs (e.g. different languages, large print, speaking version). (amendment to definition)	S Murphy	UoR Feedback	The Annual Report is accessible for 'hard to reach groups'	Equalities statement included on Annual Report	To include equalities statement on back of summary accounts. No longer a weakness in the 2007 Use of Resources	April 2007 for June publication
INTERNAL CONTROL - How well does the Council's internal control environment enable it to manage its significant business risks? (Striving to achieve Level 3) □						
4.1 The Council manages its significant business risks						
4.2 The council has arrangements in place to maintain a sound system of internal control						
4.3 The Council has arrangements in place designed to promote and ensure probity and propriety in the conduct of its business						

APPENDIX B CPA Improvement Plan for Use of Resources

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4.2 LEVEL 2: An appropriate member group has responsibility for review and approval of the SIC and considers it separately from the accounts. (Y scored but need to ensure that the review and approval of the SIC is clearly separate from that of the annual accounts).	S Adam	UoR Feedback	Corporate Governance committee to review SIC to ensure quality and compliance.	SIC to be taken to the Corporate Governance Committee	Corporate Governance committee - happening	Ongoing
4.2 LEVEL 2: The council has identified its significant partnerships and has appropriate governance arrangements in place for each of them. (new definition).	B Cleere	UoR Feedback	Reports produced and actioned which demonstrate governance arrangements effectiveness of partnerships.	We are aware of all of our major partnerships and have corporate governance arrangements in place for ISIS, Tone Leisure, SWAP and will build this in to the Waste Partnership and review our other partnerships	We will review our partnerships to ensure they support the priorities of the Sustainable Community Strategy and feed into wider LAA targets. Refer to CPA Improvement plan under 'Partnerships'	2007/08
4.1 LEVEL 3: The risk management process specifically considers risks in relation to significant partnerships and provides for assurances to be obtained about the management of those risks. (amended definition).	P Weaver To be reviewed	UoR Feedback	Risk management strategy produced and includes significant partnerships, to effectively manage risks.	J Thornberry to be appointed as Director of Corporate Governance April 07. Our biggest partner (ISIS) has been assessed in terms of their governance arrangements, as well as the LSP and CDRP	Strategy under progress	2007/08
4.1 LEVEL 3: Members with responsibility for corporate risk management receive reports on a regular basis and take appropriate action to ensure that corporate business risks are being actively managed, including reporting to full council as appropriate. (amended definition).	P Weaver To be reviewed	UoR Feedback	Risk reports produced for corporate governance committee or Review Board, to ensure effective risk management.	-	Reports to corporate governance committee or Review Board	2007/08
4.2 LEVEL 3: The council can demonstrate that it is effectively delivering the core functions of an audit committee, as identified in the CIPFA guidance; that it provides challenge to the Executive when required and provides for effective leadership on governance, financial reporting and audit issues. (new definition).	S Adam	UoR Feedback	A functioning Audit Committee, leading on governance and challenging the Executive as required.	-	No longer a weakness in the 2007 Use of Resources	-
4.2 LEVEL 3: The procedure notes/manuals for those systems identified by the council as being business-critical are reviewed and updated at least annually.	S Adam	UoR Feedback	Up to date manuals exist for all key systems.		New principal auditor will tackle this as a starting point and managers will update this	2007/08
4.2 LEVEL 3: The standing orders, standing financial instructions and scheme of delegation are reviewed and updated as appropriate. (change to definition).	S Adam/ J Thornberry	UoR Feedback	Scheme of delegation updated		Scheme of delegation to be updated.. Standing Orders and Financial Regulations to be reviewed in 2007	2007/08
4.2 LEVEL 3: Compliance with standing orders, standing financial instructions and the scheme of delegation is monitored by management, and any breaches identified and appropriate action taken.	S Adam	UoR Feedback	Essential monitoring in place to ensure compliance.	This is reviewed by SWAP	We can prove this has been have carried out with a special regs audit	-
4.3 LEVEL 3: The council has effectively identified the key NFI data matches for review from all levels of reports (high, medium and low).	S Adam	UoR Feedback	All fraud areas developed for investigation	This has been reviewed, however there were no matches	Annual. No longer a weakness in the 2007 Use of Resources	Ongoing

APPENDIX B CPA Improvement Plan for Use of Resources

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
4.3 LEVEL 3: Weaknesses revealed by instances of proven fraud and corruption, including NFI data matches, are reviewed to ensure that appropriate action is taken to strengthen internal control arrangements. <i>(moved from Level 3).</i>	S Adam	UoR Feedback	The Council learns and strengthens systems to reduce the risk of fraud	There have been no occurrences, therefore no reviews have been undertaken, but we currently participate in the 2006 fraud initiative	Annual	Ongoing
Introduce arrangements for all staff to acknowledge their responsibilities in respect to preventing fraud and corruption	C Gunn	Significant area from AAIL	All staff are aware of responsibilities	This is covered in the staff corporate induction and is publicised on the intranet	No actions required	-
Review periodically the effectiveness of whistle-blowing procedures	C Gunn	Significant area from AAIL	Process is up to date and communicated	This is covered in the staff corporate induction and is covered on the intranet	No actions required	-
FINANCIAL MANAGEMENT - How well does the Council plan and manage its finances? (Level 3 achieved, but a number of criteria not met) □						
2.1 The Council's medium-term financial strategy/plan, budgets and capital programme are soundly based and designed to deliver its strategic priorities						
2.2 The Council manages performance against its budgets						
2.3 The Council manages its asset base						
2.1 LEVEL 3: The council's medium-term financial strategy is linked to other internal strategies/plans as appropriate, e.g. HR, IT. <i>(Scored "Yes" but need to ensure greater consistency)</i>	P Carter	UOR Assessment	Financial strategy integration into other internal strategies allowing greater consistency across plans	There is significant integration as identified in last year's UOR audit, but can be improved	Review of medium term financial strategy and consistency with other internal strategies/plans. No longer a weakness in the 2007 Use of Resources	Ongoing
2.2 LEVEL 2: The financial performance of significant partnerships is regularly reviewed, linked to outputs, and the results shared with partners and acted upon.	B Cleere/ J Chipp	UOR Assessment	Report produced of financial performance of significant partnerships with results shared with partners and acted upon	Many key partnerships do provide financial information (e.g. CDRP, LSP, Tone Leisure, SWAP etc)	To ensure key partnerships are signed up to the CIPFA checklist or equivalent on reporting use of funding, outcomes etc. See APPENDIX A - Partnerships weaknesses	2007/08
2.2 LEVEL 3: There is a regular training programme providing training on financial issues for members and relevant non-finance staff.	P Carter	UOR Assessment	Members and non financial staff aware of financial issues following training	We have provided recent training for members and have very close working relations with officers for ad-hoc advice and training	To deliver a programme of bite sized workshops. Some of these have been delivered in March 2007	Ongoing
2.2 LEVEL 3: Relevant non-financial and financial information, in addition to the budget, is reported to members and acted upon. <i>(Y score but scope for more consistency in providing underlying activity info to members)</i>	P Carter/ S Lewis	UOR Assessment	Non financial and financial information integrated and acted upon following integration into dashboard	Dashboard is being sent to members quarterly and starts to integrate financial and performance information	To review further how to better integrate relevant volume and output data. No longer a weakness in the 2007 Use of Resources	-
2.2 LEVEL3: Progress in achieving planned savings and efficiency gains is regularly reported to senior management with developed action plans <i>(Y scored but scope for developing regular reporting of progress on achieving Gershon targets)</i>	P Carter	UOR Assessment	Achieved planned savings highlighted in Weekly Bulletin and to CMT	Good progress being made. This is reported to CMT and was recently reported to the CG Committee (18/12/06)	Need to further share with members as well as CMT (weekly bulletin etc). No longer a weakness in the 2007 Use of Resources	-
2.3 LEVEL 3: The council has developed a set of local performance measures in relation to assets that evaluate asset use in relation to corporate objectives. <i>(new definition)</i>	S Rutledge / S Lewis	UOR Assessment	Performance Measures evaluated to make best use of asset base	We are currently using a basic set of performance measures and have identified Best Practise to start measuring and integrate into the next AMP	Incorporate Best Practise into Asset Management Practise and the AMP	April 2007
2.3 LEVEL 3: The council makes investment and disposal decisions based on thorough option appraisal and whole life costing.	S Adam/ K Toller	UOR Assessment	Investment and disposal decisions made from inclusion in Capital strategy	We have some good examples e.g. Greenslade Taylor Hunt options appraisal of Nursery Site	Procedures reviewed as part of capital strategy. This is being done more expansively now	2007/08 Ongoing
FINANCIAL STANDING						
3.1 The Council manages its spending within available resources						

APPENDIX B CPA Improvement Plan for Use of Resources

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
3.1 LEVEL 2: The council sets and monitors targets for all material categories of income collection and recovery of arrears, based on age profile of debt. (new definition)	S Adam/ TR Sealy	UOR Assessment	Improved targets for income collection and recovery of arrears	-	This will need to be addressed by the ISiS partnership	2007/08
Carry out regular reviews of the effectiveness of debt recovery procedures	S Adam/ K Toller/ R Sealy	Significant areas from AAIL	Review of debt recovery procedures carried out to ensure spending in line with available resources	-	This will need to be addressed by the ISiS partnership	2007/08
STATEMENT OF INTERNAL CONTROL ACTION PLAN						
To develop a local code of Corporate Governance to help ensure that effective corporate governance arrangements are further embedded in the organisation.	S Adam S Adam	SIC	Code of Corporate Governance produced, published and communicated.	We haven't developed one yet, however the Audit Commission is currently reviewing our Corporate Governance arrangements and we will act on their recommendations	Code of Corporate Governance to be developed following Audit Commission report. Code to be "published" to Officers and Members.	2007/08
To further develop the corporate governance arrangements in relation to Partnership working.	B Cleere S Adam S Adam S Adam/ B Cleere	SIC	Improved Corporate governance arrangements in relation to partnership working.	J Thornberry to be appointed as Director of Corporate Governance April 07. Our biggest partner (ISiS) has been assessed in terms of their governance arrangements. SOLACE have reviewed the LSP and Partnership working and made recommendations	Review of existing arrangements and report on any weaknesses found. Research on best practice for partnership working. Future Partnership governance arrangements agreed by LSP/TDBC.	2007/08 2007/08 2007/08
To further cascade Project Management skills throughout the organisation.	B Cleere	SIC	Training programme implemented, resulting in improved project management	New Strategic Delivery teams to be developed to manage major Council projects as part of restructure (April 2007)	Strategic project teams to be developed. Training programme for project management to be agreed.	Summer 2007
To put systems in place to encourage and share good practices throughout the organisation (corporate learning).	P James P James	SIC CPA 2004	Proposals for good practice sharing implemented.	This is being built into SMT. A lessons learnt document went to CMT in May 06, covering CSL, and we have also used learning from the Wellsprings Contract.	Project team commissioned to Develop Systematic approach to learning. Proposals shared with CMT.	Sept 06 Jan 07
To fundamentally review and enhance the current asset management practices.	S Adam/ K Toller S Adam/ K Toller	SIC	Produced review of current asset management practices, leading to better practice.	SWAP have reviewed the asset register and a number of improvements have taken place following the Use of Resources weaknesses. This will be developed further under ISiS	A number of improvements have been agreed by the Corporate AMP team to build into the next AMP 2007	Ongoing
To fully review the Constitution and Financial Regulations during 2005/07 to reflect the senior management structure, to reflect the results on the current review of the Scrutiny function, and to reflect Partnership working.	S Adam/ J	SIC	Review produced and communicated.	This has been delayed until September 2007	Existing Constitution and Financial Regulations to be reviewed to reflect senior management restructure, and agreed Partnership Working arrangements.	Sept 07
To develop sustainable accounting and reporting arrangements.	S Adam S Adam	SIC	Sustainable accounting and reporting developed and implemented	-	ISiS will deliver the changes required	July 07 onwards

APPENDIX B CPA Improvement Plan for Use of Resources

	Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
	To fully review the Health and Safety Management System and cascade throughout the authority.	D Woodbury	SIC	New system implemented.	This has been revised to reflect the Core Council / ISIS changes	New system implemented before ISIS contracts start.	July 2007
	To promote business continuity planning throughout the organisation.	P Weaver To be reviewed	SIC	Business Continuity Plans produced for high risk service areas.	We are developing a Business Continuity Plan for Pandemic Flu which is nearly complete	Business Continuity Plans developed for high risk service areas.	December 06

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
Annual Audit Inspection Letter Action needed by the Council						
PERFORMANCE MANAGEMENT						
Ensure adequate performance management arrangements exist to measure effectiveness and impact of key priorities and in particular economic investment and partnerships.	S Lewis	AAIL	Quarterly performance reports demonstrate progress against Corporate Priorities and the impact to the community.	Quarterly 'dashboard' reporting of progress against the Corporate Strategy includes impact to residents. The Draft Economic Development Strategy is written and includes measures for impact and effectiveness of actions. Ec Dev priorities have been built into the new Corporate Strategy for 2007-10. This is no longer recognised as a weakness in the AAIL 2007	Continue to develop this through robust monitoring of the Corporate Strategy and Economic Development Strategy	No longer a weakness
Ensure clear objectives and targets to assess progress in achieving economic vitality and impact of investment.	S Kendall	AAIL	Regular reporting of progress against objectives and targets from the Economic Development Strategy will show impact of investment and economic vitality.	Draft Economic Development Strategy written. Ec Dev has been built into new Corporate Strategy for 2007-10. This is no longer recognised as a weakness in the AAIL 2007	Continue to develop this through robust monitoring of the Corporate Strategy and Economic Development Strategy	No longer a weakness
PARTNERSHIPS						
Ensure effectiveness of partnerships and use of grants, assessing whether achievements meet or exceed expectations.	B Cleere	AAIL Delivery	Reports produced and actioned which demonstrate effectiveness of partnerships and use of grants. SLAs in place and "Fit for purpose" LSP from Jan 07. Also 'Somerset Compact' operating effectively	SOLACE partnership review completed	Follow-up work from SOLACE Partnership Review required. We need to review partnerships and SLAs to ensure their actions support key local priorities in the sustainable Community Strategy that feed into wider LAA targets. They will demonstrate clear alignment to the 35 national targets	2007/8
Require better monitoring of the effectiveness of the extensive partnership activity on which economic development services depend.	B Cleere	AAIL	Timely and relevant reports produced on the effectiveness of partnership activity.	SOLACE partnership review completed	Develop systems to monitor and report on effectiveness of key economic partnerships, to report effectiveness of action above	2007/08
EQUALITIES						
Maintain improving focus on internal and external equalities and diversity and more effectively use the results of its consultation with 'hard-to-reach' groups to adapt services to meet all community needs	B Cleere	AAIL SIC Corp Strategy CPA 2004	Following equality impact assessments to all service areas, services adapted to meet all community needs. Corporate Equalities Scheme in place by December 2006	Equality Impact assessments mostly completed. Progress in other areas including diversity forums and documents in other languages and formats. The Corporate Equalities Scheme is now in place and shows programme of equality impact assessments to be completed in 2007. This is no longer recognised as a weakness in the AAIL 2007	Integrate to Heads Plans, involve scrutiny. Roll out Equality Impact Assessments to all other service areas. Embed Corporate Equalities Scheme	No longer a weakness 2007/08 ongoing
SCRUTINY						
Improve the effectiveness of scrutiny to assist in meeting the Council's objectives and as a force for driving innovation and improvement.	S Lewis	AAIL SIC Corp Strategy	Scrutiny embedded within the council and no longer seen as a 'weakness'. Scrutiny drives innovation and improvement.	Members Forward Plan in place, Charing training agreed, officer and member guidance published, Task and Finish reviews launched and having an impact. Discussions taking place to roll out Task and Finish Reviews as the main medium of scrutiny	Continue to develop Scrutiny and move towards more Task and Finish reviews with more tangible outcomes. Increase training after the election	2007/08
LEADERSHIP						
Ensure stronger alignment between human capacity and key priorities including organisational change and project planning.	S Adam	AAIL SIC	Impact of organisational change managed. Prioritisation and project plans implemented effectively.	Leadership training, Change Management training and awareness delivered to staff and managers. Specific teams set up with project plans for main projects (ISiS, LSVT, Waste Board, Job Evaluation etc) This is no longer recognised as a weakness in the AAIL 2007, although capacity is still raised as a concern	SMT to continue to deliver change management and awareness to staff and tackle the important issues	No longer a weakness
STAFF ABSENCE						

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
Set challenging targets and reduce staff sickness.	K Toller	AAIL SIC CPA 2004	Staff sickness reduced.	Staff sickness has reduced by 1 day per FTE in 2005/06 and looks to be dropping further in 2006/07. This is no longer recognised as a weakness in the AAIL 2007, but is still clearly an issue for this Council to tackle	Continue development and implementation of current plans.	No longer a weakness, but we continue to tackle this
BUDGET MONITORING						
Continue to seek further efficiency savings to minimise the impact of budget constraints on the quality and levels of services provided.	S Adam	AAIL	Efficiency savings made whilst maintaining good quality and levels of service.	We continue to meet our Gershon savings targets. Efficiency targets and results are reported in September each year	Restructure of Core Council with ISIS will tackle budgetary issues	Ongoing
Key: AAIL - Annual Audit Inspection Letter; SIC - Statement of Internal Control; CPA - Comprehensive Performance Assessment; Corp Strategy - Corporate Strategy						

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Objectives to achieve Level 4						
Develop the benchmarking of value for money; there is scope for making more comparisons based on direct links between costs (including unit costs) and service performance. There is a specific need to establish benchmarking for asset management.	S Lewis	AAIL	Effective measures and benchmarking in place to improve focus and reporting on Value for Money.	We have written a position statement on our existing benchmarking. We have agreed an approach to developing Asset Management benchmarking	Complete a review of the opportunity of benchmarking at the Council with recommendations. Work with the Asset Management Group to identify which performance measures and how to benchmark in future	June 07 March 07
Develop appropriate local indicators for cost-effectiveness and value for money.	S Lewis	AAIL	Local indicators for cost effectiveness and value for money being used and driving Value for Money.	We have reviewed Best Practise from other Councils (Wychavon, Chichester, Horsham) written a position statement and identified measure for cost-effectiveness and vfm	To review this further to ensure it is robust and built into systems across the organisation	Jul-07
Continue to assess the benefits of further integration with neighbouring councils using a clear business case with all options considered.	S Adam	AAIL	Integration implemented through ISIS, waste partnerships and consideration of other business cases.	ISIS preferred bidder selected. Waste Partnership progressing.	Commence ISIS partnership. Start Waste Partnership. Identify other suitable partnerships to progress (e.g. Building Control) This is no longer recognised as a weakness in the AAIL 2007	Jul-07
Use the proposed procurement strategy to effectively assess and help address wider community needs, and to drive a consistent approach to procurement across all services.	S Lewis	AAIL	Procurement Strategy driving procurement across the Council and addressing wider Community needs.	Scrutiny of required Community Benefits of Procurement by members and agreement of the Joint Procurement Strategy (RR Panel)	Work closely with the ISIS bidder to revise the Joint Procurement Strategy to ensure that outcomes are achievable, meet wider Isis requirements and our own needs	Summer 2007
FINANCIAL REPORTING - How good are the Council's financial accounting and reporting arrangements? □ (Striving to achieve Level 4)						
1.2 The Council promotes external accountability						
1.2 LEVEL 3: The council can demonstrate that it is considering the views of a range of stakeholders in making its decision whether to publish an annual report (new definition)	P Carter	UoR Feedback	Parish Council opinions helping to shape the Annual Report.	Letter sent annual to Parish Councils, key stakeholders and councillors requested their views on summary accounts	Continue as present	Ongoing
1.2 LEVEL 3: The council publishes summary financial information that meets the needs of a range of stakeholders. (new definition)	P Carter	UoR Feedback	Summary financial information easily accessible to stakeholders	The Annual Report published summary information and signposts more detailed summary and full accounts available in public places and website. Also summary accounts sent to key stakeholders (Oct 06)	Completed and ongoing	Ongoing
1.2 LEVEL 4: The council publishes an annual report or similar document which includes summary accounts and an explanation of key financial information and technical terms designed to be understandable by members of the public.	P Carter	UoR Feedback	Summary accounts and key financial information produced in a report, easily accessible to the public.	The 2006/07 Annual Report included very basic financial information, plus we produced the summary accounts and Council Tax leaflet	We need to include more detailed summary accounts in the 2007/08 Annual Report	April 2007 for June publication
1.2 LEVEL 4: The annual report or similar document is available in a wide variety of formats to meet local user needs (e.g. different languages, large print, speaking version). (amendment to definition)	S Murphy	UoR Feedback	The Annual Report is accessible for 'hard to reach groups'	Equalities statement included on Annual Report	To include equalities statement on back of summary accounts. No longer a weakness in the 2007 Use of Resources	April 2007 for June publication
INTERNAL CONTROL - How well does the Council's internal control environment enable it to manage its significant business risks? (Striving to achieve Level 3) □						
4.1 The Council manages its significant business risks						
4.2 The council has arrangements in place to maintain a sound system of internal control						
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4.2 LEVEL 2: The council has identified its significant partnerships and has appropriate governance arrangements in place for each of them. (new definition).	B Cleere	UoR Feedback	Reports produced and actioned which demonstrate governance arrangements effectiveness of partnerships.	We are aware of all of our major partnerships and have corporate governance arrangements in place for ISIS, Tone Leisure, SWAP and will build this in to the Waste Partnership and review our other partnerships	We will review our partnerships to ensure they support the priorities of the Sustainable Community Strategy and feed into wider LAA targets. Refer to CPA Improvement plan under 'Partnerships'	2007/08
4.1 LEVEL 3: The risk management process specifically considers risks in relation to significant partnerships and provides for assurances to be obtained about the management of those risks. (amended definition).	P Weaver To be reviewed	UoR Feedback	Risk management strategy produced and includes significant partnerships, to effectively manage risks.	J Thornberry to be appointed as Director of Corporate Governance April 07. Our biggest partner (ISIS) has been assessed in terms of their governance arrangements, as well as the LSP and CDRP	Strategy under progress	2007/08
4.1 LEVEL 3: Members with responsibility for corporate risk management receive reports on a regular basis and take appropriate action to ensure that corporate business risks are being actively managed, including reporting to full council as appropriate. (amended definition).	P Weaver To be reviewed	UoR Feedback	Risk reports produced for corporate governance committee or Review Board, to ensure effective risk management.	-	Reports to corporate governance committee or Review Board	2007/08
4.2 LEVEL 3: The council can demonstrate that it is effectively delivering the core functions of an audit committee, as identified in the CIPFA guidance; that it provides challenge to the Executive when required and provides for effective leadership on governance, financial reporting and audit issues. (new definition).	S Adam	UoR Feedback	A functioning Audit Committee, leading on governance and challenging the Executive as required.	-	No longer a weakness in the 2007 Use of Resources	-
4.2 LEVEL 3: The procedure notes/manuals for those systems identified by the council as being business-critical are reviewed and updated at least annually.	S Adam	UoR Feedback	Up to date manuals exist for all key systems.		New principal auditor will tackle this as a starting point and managers will update this	2007/08
4.2 LEVEL 3: The standing orders, standing financial instructions and scheme of delegation are reviewed and updated as appropriate. (change to definition).	S Adam/ J Thornberry	UoR Feedback	Scheme of delegation updated		Scheme of delegation to be updated.. Standing Orders and Financial Regulations to be reviewed in 2007	2007/08
4.2 LEVEL 3: Compliance with standing orders, standing financial instructions and the scheme of delegation is monitored by management, and any breaches identified and appropriate action taken.	S Adam	UoR Feedback	Essential monitoring in place to ensure compliance.	This is reviewed by SWAP	We can prove this has been have carried out with a special regs audit	-
4.3 LEVEL 3: The council has effectively identified the key NFI data matches for review from all levels of reports (high, medium and low).	S Adam	UoR Feedback	All fraud areas developed for investigation	This has been reviewed, however there were no matches	Annual. No longer a weakness in the 2007 Use of Resources	Ongoing

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Introduce arrangements for all staff to acknowledge their responsibilities in respect to preventing fraud and corruption	C Gunn	Significant area from AAIL	All staff are aware of responsibilities	This is covered in the staff corporate induction and is publicised on the intranet	No actions required	-
Review periodically the effectiveness of whistle-blowing procedures	C Gunn	Significant area from AAIL	Process is up to date and communicated	This is covered in the staff corporate induction and is covered on the intranet	No actions required	-
FINANCIAL MANAGEMENT - How well does the Council plan and manage its finances? (Level 3 achieved, but a number of criteria not met) □						
2.1 The Council's medium-term financial strategy/plan, budgets and capital programme are soundly based and designed to deliver its strategic priorities						
2.2 The Council manages performance against its budgets						
2.3 The Council manages its asset base						
2.1 LEVEL 3: The council's medium-term financial strategy is linked to other internal strategies/plans as appropriate, e.g. HR, IT. <i>(Scored "Yes" but need to ensure greater consistency)</i>	P Carter	UOR Assessment	Financial strategy integration into other internal strategies allowing greater consistency across plans	There is significant integration as identified in last year's UOR audit, but can be improved	Review of medium term financial strategy and consistency with other internal strategies/plans. No longer a weakness in the 2007 Use of Resources	Ongoing
2.2 LEVEL 2: The financial performance of significant partnerships is regularly reviewed, linked to outputs, and the results shared with partners and acted upon.	B Cleere/ J Chipp	UOR Assessment	Report produced of financial performance of significant partnerships with results shared with partners and acted upon	Many key partnerships do provide financial information (e.g. CDRP, LSP, Tone Leisure, SWAP etc)	To ensure key partnerships are signed up to the CIPFA checklist or equivalent on reporting use of funding, outcomes etc. See APPENDIX A - Partnerships weaknesses	2007/08
2.2 LEVEL 3: There is a regular training programme providing training on financial issues for members and relevant non-finance staff.	P Carter	UOR Assessment	Members and non financial staff aware of financial issues following training	We have provided recent training for members and have very close working relations with officers for ad-hoc advice and training	To deliver a programme of bite sized workshops. Some of these have been delivered in March 2007	Ongoing
2.2 LEVEL 3: Relevant non-financial and financial information, in addition to the budget, is reported to members and acted upon. <i>(Y score but scope for more consistency in providing underlying activity info to members)</i>	P Carter/ S Lewis	UOR Assessment	Non financial and financial information integrated and acted upon following integration into dashboard	Dashboard is being sent to members quarterly and starts to integrate financial and performance information	To review further how to better integrate relevant volume and output data. No longer a weakness in the 2007 Use of Resources	-
2.2 LEVEL3: Progress in achieving planned savings and efficiency gains is regularly reported to senior management with developed action plans <i>(Y scored but scope for developing regular reporting of progress on achieving Gershon targets)</i>	P Carter	UOR Assessment	Achieved planned savings highlighted in Weekly Bulletin and to CMT	Good progress being made. This is reported to CMT and was recently reported to the CG Committee (18/12/06)	Need to further share with members as well as CMT (weekly bulletin etc). No longer a weakness in the 2007 Use of Resources	-
2.3 LEVEL 3: The council has developed a set of local performance measures in relation to assets that evaluate asset use in relation to corporate objectives. <i>(new definition)</i>	S Rutledge / S Lewis	UOR Assessment	Performance Measures evaluated to make best use of asset base	We are currently using a basic set of performance measures and have identified Best Practise to start measuring and integrate into the next AMP	Incorporate Best Practise into Asset Management Practise and the AMP	April 2007
2.3 LEVEL 3: The council makes investment and disposal decisions based on thorough option appraisal and whole life costing.	S Adam/ K Toller	UOR Assessment	Investment and disposal decisions made from inclusion in Capital strategy	We have some good examples e.g. Greenslade Taylor Hunt options appraisal of Nursery Site	Procedures reviewed as part of capital strategy. This is being done more expansively now	2007/08 Ongoing
FINANCIAL STANDING						
3.1 The Council manages its spending within available resources						

APPENDIX B CPA Improvement Plan for Use of Resources

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
3.1 LEVEL 2: The council sets and monitors targets for all material categories of income collection and recovery of arrears, based on age profile of debt. (new definition)	S Adam/ TR Sealy	UOR Assessment	Improved targets for income collection and recovery of arrears	-	This will need to be addressed by the ISiS partnership	2007/08
Carry out regular reviews of the effectiveness of debt recovery procedures	S Adam/ K Toller/ R Sealy	Significant areas from AAIL	Review of debt recovery procedures carried out to ensure spending in line with available resources	-	This will need to be addressed by the ISiS partnership	2007/08
STATEMENT OF INTERNAL CONTROL ACTION PLAN						
To develop a local code of Corporate Governance to help ensure that effective corporate governance arrangements are further embedded in the organisation.	S Adam S Adam	SIC	Code of Corporate Governance produced, published and communicated.	We haven't developed one yet, however the Audit Commission is currently reviewing our Corporate Governance arrangements and we will act on their recommendations	Code of Corporate Governance to be developed following Audit Commission report. Code to be "published" to Officers and Members.	2007/08
To further develop the corporate governance arrangements in relation to Partnership working.	B Cleere S Adam S Adam S Adam/ B Cleere	SIC	Improved Corporate governance arrangements in relation to partnership working.	J Thornberry to be appointed as Director of Corporate Governance April 07. Our biggest partner (ISiS) has been assessed in terms of their governance arrangements. SOLACE have reviewed the LSP and Partnership working and made recommendations	Review of existing arrangements and report on any weaknesses found. Research on best practice for partnership working. Future Partnership governance arrangements agreed by LSP/TDBC.	2007/08 2007/08 2007/08
To further cascade Project Management skills throughout the organisation.	B Cleere	SIC	Training programme implemented, resulting in improved project management	New Strategic Delivery teams to be developed to manage major Council projects as part of restructure (April 2007)	Strategic project teams to be developed. Training programme for project management to be agreed.	Summer 2007
To put systems in place to encourage and share good practices throughout the organisation (corporate learning).	P James P James	SIC CPA 2004	Proposals for good practice sharing implemented.	This is being built into SMT. A lessons learnt document went to CMT in May 06, covering CSL, and we have also used learning from the Wellsprings Contract.	Project team commissioned to Develop Systematic approach to learning. Proposals shared with CMT.	Sept 06 Jan 07
To fundamentally review and enhance the current asset management practices.	S Adam/ K Toller S Adam/ K Toller	SIC	Produced review of current asset management practices, leading to better practice.	SWAP have reviewed the asset register and a number of improvements have taken place following the Use of Resources weaknesses. This will be developed further under ISiS	A number of improvements have been agreed by the Corporate AMP team to build into the next AMP 2007	Ongoing
To fully review the Constitution and Financial Regulations during 2005/07 to reflect the senior management structure, to reflect the results on the current review of the Scrutiny function, and to reflect Partnership working.	S Adam/ J	SIC	Review produced and communicated.	This has been delayed until September 2007	Existing Constitution and Financial Regulations to be reviewed to reflect senior management restructure, and agreed Partnership Working arrangements.	Sept 07
To develop sustainable accounting and reporting arrangements.	S Adam S Adam	SIC	Sustainable accounting and reporting developed and implemented	-	ISiS will deliver the changes required	July 07 onwards

APPENDIX B CPA Improvement Plan for Use of Resources

Weakness	Lead Officer	Source of Weakness	Outcomes and Targets	Progress at 31st Mar 2007	Planned Actions	Timescales
To fully review the Health and Safety Management System and cascade throughout the authority.	D Woodbury	SIC	New system implemented.	This has been revised to reflect the Core Council / ISIS changes	New system implemented before ISIS contracts start.	July 2007
To promote business continuity planning throughout the organisation.	P Weaver To be reviewed	SIC	Business Continuity Plans produced for high risk service areas.	We are developing a Business Continuity Plan for Pandemic Flu which is nearly complete	Business Continuity Plans developed for high risk service areas.	December 06

TAUNTON DEANE BOROUGH COUNCIL

CORPORATE GOVERNANCE COMMITTEE 5th April 2007

INTERNAL AUDIT PLAN 06/07 – PROGRESS REVIEW

REPORT OF THE GROUP AUDITOR (South West Audit Partnership) This matter is the responsibility of Councillor Williams, the Leader of the Council.

EXECUTIVE SUMMARY

This report highlights significant findings and recommendations that have occurred since the Committee last met in December 2006. Also included in this report is an update on management responses to Internal Audit findings and the implementation of recommendations for audits completed during the 2005/06 financial year.

1. Purpose of Report

- 1.1 To provide members with an update on the progress made against agreed audit recommendations from 2005/06 and to present an update on the activities of the Internal Audit team for the period January 2007 to March 2007.

2. Summary of Agreed Actions 2005/06 Audits and any outstanding recommendations from previous financial years

There were 22 audit reviews completed during 2005/06 that resulted in 177 recommendations. Follow-up visits have yet to be completed for all of the audits undertaken during the last financial year. Summary details of progress against the recommendations is attached as Appendix A.

3. Work undertaken by Internal Audit January 2007 to March 2007

Included at appendix B are details of the audits completed from January 2007 to March 2007 including any **significant** findings or recommendations.

4. Recommendation

The Committee should note the content of this report.

Contact Officer:-

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Audit Area	2005/06 Recommendations	No. actioned	No. outstanding	Follow up Date Due	Appendix A
Bank Reconciliations	4	4	-	Completed	Satisfactory
Payroll Managed Audit	21	6	15	Completed	The transfer of Payroll to Somerset County Council will address some of weaknesses identified, the remainder will be communicated to SCC as part of the handover process
Treasury Management Managed Audit	2	2	-	Completed	Satisfactory
Creditors Managed Audit	5	3	0	Completed	2 recommendations relate to system improvements – awaiting ISIS
NNDR Managed Audit	11	8	3	Completed	Follow-up in progress
Main Accounting System Managed Audit	6	4	2	Completed	Outstanding recommendations include review of financial regulations and FMS system improvements.
Bank and Cash	3	2	1	Completed	Securitas collection times
Capital Accounts Managed Audit	7	4	3		Awaiting confirmation from Asset Holdings Manager
Housing Rents Managed Audit	6	3	3	Completed	
Housing Benefits Managed Audit	13	12	1	Completed	Outstanding recommendation relates to a process control which staff need to be reminded of when calculating benefit.
Council Tax Managed Audit	9	4	5	Completed	Outstanding recommendations include sample checking of work and inadequate procedural manuals.
Debtors Managed Audit	7	5	2	Completed	Outstanding recommendations include creation of a procedure guide and clearance of the write-off backlog
System Access and Computer Backups	None				Satisfactory

VAT	12	10	2	Completed	Outstanding recommendations include inadequate procedure guides.
Personnel – Recruitment and Selection	15			28 Dec 06	Follow-up in progress
Street Cleansing	9	4	0		5 recommendations not yet due
Car Parks	13			18 Aug 06	Follow-up in progress
Housing Repairs	6	6	0	Completed	Satisfactory
Building Control	4			28 Dec 06	Follow-up overdue
Compliance with Financial Procedures	7			30 Jul 06	Follow-up overdue
Dog Wardens	12			22 Mar 07	Follow-up overdue
Wessex Reinvestment Trust	5			11 July 07	
Totals	177	77	37		

Summary of Audits completed January 2007 to March 2007

Appendix B

Customer Services (2006/07) ☺

The review concentrated on testing the controls in place in the running of the Customer Services function. It is our opinion that the service operates within a satisfactory system of internal control in most key areas, although there are some areas which require management attention. These include the following; lack of procedural guides for the handling of suspect packages, lack of training for temporary staff on Data Protection and FOI and insufficient information on the Council's website to answer some of the more routine queries.

Capital Accounts (Managed Audit)

The review concentrated on the testing of the Capital Accounts system examining the overall controls in place. Capital Accounts are the accounting entries for assets held by the Authority, including their value and the associated capital charges. The review identified issues around the security of the Asset Register and the absence of an adequate Money Laundering policy. The majority of the key controls are operating as expected and improvements have been noted in the accuracy of information contained within the Asset Register and the completion of impairment reviews.

Main Accounting System (Managed Audit)

The review concentrated on the testing of the Main Accounting System examining the overall controls in place. The review found that the Council's Financial Regulations required updating, procedural guides were inadequate and system improvements are required within the Council's Financial Management System. The majority of the key controls are operating as expected.

Council Tax (Managed Audit)

The review concentrated on the testing of the Council Tax System examining the overall controls in place. The review found that there were issues over the quality and consistency of procedural guides, the test checking of work and the backlog situation. The remaining key controls are operating as expected.

Housing Rents (Managed Audit)

The review concentrated on the testing of the Housing Rents system examining the overall controls in place. The Housing Rents function is handled by 2 departments. The Rent, Recovery and Void Team deal with the creation, termination and accounting side of rents, including write offs and refunds. The Estate Management Team deals with collection of rent and rental arrears and the day to day management of the properties. The review identified issues around the test checking of work, division of duties in the refund process and the way in which the system records void properties. The remaining key controls are operating as expected.

Treasury Management (Managed Audit)

The review concentrated on the testing of the Treasury Management System examining the overall controls in place. The review found that there were only minor house keeping issues with the majority of the key controls operating as expected.

NNDR (Managed Audit)

The review concentrated on the testing of the Non-Domestic Rates System examining the overall controls in place. The review found that there were issues over the lack of test checking of work and division of duties in the refund process. The majority of the key controls are operating as expected.

TAUNTON DEANE BOROUGH COUNCIL

CORPORATE GOVERNANCE COMMITTEE 5th APRIL 2007

INTERNAL AUDIT PLAN 2007/08

REPORT OF THE GROUP AUDITOR (this matter is the responsibility of Councillor Williams, the Leader of the Council)

EXECUTIVE SUMMARY

This report seeks the approval of the Committee for the 2007/08 Audit Plan in order that Internal Audit can continue to meet the emerging needs of the Council.

1. Purpose of Report

- 1.1 To agree the Annual Audit Plan for 2007/08.

2. Background

- 2.1 Internal Audit at Taunton Deane Borough Council operates in accordance with the Standards of the Institute of Internal Auditors and the CIPFA Code of Practice. Our proposed Audit Plan for 2007/08 is included in section 4 of this report. This shows the nature of the review, the quarter in which each audit is scheduled and the planned audit days. The Draft Audit Plan has been shared with Senior Managers to seek their comments on the proposed timing of audits. The detailed scope and objective of each assignment and the start date, will be agreed with the relevant Manager prior to the commencement of each audit.

3. Purpose of the Annual Audit Plan

- 3.1 The Annual Audit Plan has been drawn up to reflect the wide range of work undertaken by the Internal Audit Section, including:

- Audit of the Council's main financial systems on a annual basis;
- Audit of services at least once within the four year cycle;
- Provision of advice on corporate management activities such as Risk Management, Information Management and Corporate Governance issues;
- Undertaking a programme of specialist contract, computer audits and Value for Money Studies;
- Completing special investigations to meet management requirements;
- Provision of day to day advice to managers on financial and control issues;

4. The 2007/08 Annual Audit Plan

4.1 Managed Audits – The Audit Commission places reliance on Internal Audit coverage of a programme of audits of key financial systems, and requires assurance that adequate testing of the systems has been undertaken. Managed audits are completed to assist the District Auditor in their assessment of the Council's financial control environment. The reviews for Housing Rents and Housing Benefits have been incorporated into the Operational Audits below. The following audits will be completed this year:-

Capital Accounting, Main Accounting, Council Tax, Creditors, Debtors, Treasury Management, NNDR and Payroll

Operational Audits - Operational Audits are a detailed evaluation of a services control environment. A risk evaluation matrix is devised and controls are tested. Where weaknesses or areas for improvement are identified, actions are agreed with management and target dated. The following reviews will be completed this year:-

Cemetery & Crematorium, Democratic Services, Housing Rents, Housing Repairs, Health & Safety at Work, Housing Benefits, Housing Benefits Fraud, ISiS Transition, Housing – Homelessness, Training & Development, Financial Management, Renovation Grants (Homes), Register of Electors, Risk Management, Waste & Recycling

Other areas of work – Internal Audit will also undertake in the following areas:-

Risk Sessions, Follow-up Reviews, Special Reviews, Corporate Advice, Corporate Meetings, Audit Commission, General Advice, Cash Spot Checks, Contract Audit

5. Recommendation

5.1 To agree the Annual Audit Plan for 2007/2008.

Background Papers

There are no background papers.

Contact Officer:

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