TAUNTON DEANE BOROUGH COUNCIL

CORPORATE GOVERNANCE COMMITTEE – 1 MARCH 2011

Report of the Strategic Director (Shirlene Adam).
This matter is the responsibility of the Leader of the Council, Cllr John Williams

VALUE FOR MONEY REPORT 2009/10

Executive Summary
This report introduces the Value for Money Report 2009/10 – prepared by our external auditors, the Audit Commission (and set out in and Appendix to this report).

The report, which will be presented by the Audit Commission, summarises their findings from their 2009/10 review work.

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1. Background
1.1 The Audit Commission has finalised its review of the Councils arrangements to secure the economy, efficiency, and effectiveness of its use of resources.

1.2 Their full report, along with the detailed recommendations is set out in Appendix 1.

1.3 This report has influenced the Annual Governance Report and Annual Audit Letter which are considered later in the agenda.

2. Financial Issues / Comments
2.1 There are no financial implications from this report.

3. Legal Comments
3.1 There are no legal implications from this report.

4. Links to Corporate Aims
4.1 No direct implications.

5. Environmental and Community Safety Implications
5.1 No direct implications.

6. Equalties Impact
6.1 No implications.

7. Risk Management
7.1 Any risks identified will feed in to the corporate risk management process.

8.   Partnership Implications
8.1   The Strategic Director and the Internal Audit Team (SWAP – South West Audit Partnership) will take the findings of this report into account when identifying the areas of risk to be audited next year.

9.   Recommendation
9.1   Members are requested to note the Value for Money report from the Audit Commission.

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Value for money conclusion report

Taunton Deane Borough Council

Audit 2009/10

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

Contents

Key messages

This report summarises our assessment of the Council's proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

1   My work to inform my value for money conclusion is complete. I have assessed the Council as having proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

2   In 2008/09 I concluded that the Council had made proper arrangements and were embarking on an ambitious programme of joint working to provide financial and other services, including finance and IT. The Council has met teething problems in the operation of some of the joint services, most notably with the financial systems based upon the SAP package which is being run jointly with Somerset County Council and Avon and Somerset Police. I am pleased to report that despite these problems the Council has, overall, maintained proper arrangements to achieve economy, efficiency and effectiveness.

3   I provide more details in the paragraphs overleaf.

Detailed report

4   Under the Code of Audit Practice (the Code), I have a responsibility to assess whether the audited body has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. This is known as the value for money (VFM) conclusion.

5   I inform and limit my VFM conclusion by reference to 'relevant criteria'. These criteria cover areas of audited bodies' arrangements specified by the Commission under the Code. We report the VFM conclusion alongside the opinion on the financial statements.

6   This report sets out my assessment of the Council's arrangements to support our VFM conclusion. Table 1 is a summary of my judgements against each of the criteria.

Table 1:   **Value for money criteria**

Criteria	Met
Managing finances	
Planning for financial health	Yes
Understanding costs and achieving efficiencies	Yes
Financial reporting	Yes
Governing the business	
Commissioning and procurement	Yes
Use of information	Yes
Good governance	Yes
Risk management and internal control	Yes
Managing resources	
Natural resources	Yes
Strategic asset management	Yes
Workforce	Yes

Value for money conclusion judgements

Managing finances

This theme considers the following features of financial management.

- Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?
- Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?
- Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?

Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?

Planning for financial health

7   There are close links between the Council's corporate plan, service plans and medium-term financial plan (MTFP). Services are prioritised through the 'Services Profile', reviewed yearly, which ensures that extra investment and cuts are targeted appropriately. The Council clearly identifies future budget shortfalls within the MTFP and extra resources were provided to higher priority areas in the 2010/11 budget, such as housing enabling and economic development. For some lower priority areas, such as tourism, budgets were cut.

8   A good track record of delivering balanced budgets and preserving working balance above the approved minimum target level exists. Members receive regular and detailed briefings on the budget and MTFP. However, the IT and workforce strategies need updating and the links from these to financial planning are weak.

Engagement with stakeholders

9   There was limited public consultation on the 2009/10 budget and no specific local consultation on the 2010/11 budget. Budget preparation did take account of the priorities and service satisfaction in the PLACE survey, for example, extra resources were provided for affordable decent housing and activities for teenagers. Developing links between equality impact assessments (EIAs) and decision-making is improving, but further progress embedding EIAs within service plans is needed.

Managing spending

10 Early in 2009/10 the MTFP identified a significant budget gap for 2010/11, but the Council made the savings necessary to prepare a balanced budget, with working balances forecast to stay above the minimum target level. Due to problems with the introduction of SAP, there was almost no debt recovery action until near the end of the year. Consequently, sundry debtors rose from £2.1 million in September 2008 to £3.6 million by September 2009. The Council is also missing its target collection rates for housing rents, council tax and business rates. Processes for monitoring overall annual efficiency savings are weak. The Council has a 3.5 per cent target, but progress against this in-year is not monitored or reported

Financial governance and leadership

11 Members received several presentations during the year on financial topics, including treasury management and the budget. All elected Members received a Christmas budget consultation pack. Training to officers supported the introduction of SAP, although some budgetholders felt that they needed more training and guidance to give them the expertise and confidence to use the new system effectively.

> To improve, the Council should:
>
> ■ update the IT and Workforce Strategies and improve the links to financial planning; and
>
> ■ should engage with the local community during budget preparation to identify priorities.

Understanding costs and achieving efficiencies

Understands costs

12 The Council is improving its understanding of costs and performance. It now includes whole life costing (WLC) as part of its standard specification approach, for example in developing the Taunton Plan for Growth focused on town centre regeneration. Regular reporting mechanisms are in place for the SW1, Tone Leisure and South West Audit Partnership. Indicators to enable better monitoring and reporting of the performance of Tone Leisure are improving. New performance monitoring arrangements are being introduced for SW1 that will include six monthly reporting to Members. Extra high level reporting on key partnerships and projects is included within the quarterly monitoring reports to senior management and Members.

13 The Council does not yet have a clear grasp of value for money across its services. Use of benchmarking is limited and improvements to the performance management system are yet to have a significant impact.

Takes account of this understanding

14   A new performance management framework has been agreed and new performance reporting introduced using a scorecard format with improved links to financial monitoring reports. Member training has been undertaken, but this is a recent development and impact is not yet clear. Implementing the new financial system, SAP, has been weak and the benefits expected of the system are yet to be realised.

Identifies the scope for making efficiencies and is on track to achieve planned efficiencies

15   Although the Council has a clear plan for savings it was behind schedule for their delivery for 2009/10. The main reasons behind this slippage are understood and the effects on the budget have been mitigated. Because of difficulties setting up SAP, it was not possible to monitor some elements of the budget for most of the year. The Partnership was also slower to fill the procurement team vacancies than expected, restricting the capacity to deliver planned volumes.

16   Efficiency targets are set and there is a clear process to identify savings achieved. The new SAP financial system includes a benefits tracking tool to support delivery. This tool should be used as soon as it is practical to do so.

> The Council should make better use of benchmarking to assess value for money.

Financial reporting

Produces relevant, timely and reliable financial monitoring and forecasting information and uses this monitor performance during the year

17   Due to problems with the new SAP system, the Council could not rely on the routine budget monitoring reports issued from the system during 2009/10. As a result officers had to manually collect and tailor information on staff costs, emergency payments, cash postings and Direct Labour Organisation (DLO) recharges to ensure that the reports presented to members and managers were accurate and comprehensive. However, for the DLO for most of the year it was only possible to forecast the overall budget position, with no breakdown for the individual DLO functions.

18   Budget monitoring has shown a steadily improving financial position for the Council during 2009/10.The forecast deficit reduced from £299,000 at the end of the first quarter, to £40,000 by the end of quarter 3 and full year deficit of only £10,000.

19   Produces financial reports that are clear, relevant and concise to support strategic decision making.

20   Reports to members on financial performance include commentary on related non-financial information, for example, increases in recycling and waste collection costs are explained by reductions in recycling volumes and credits. Towards the end of the year, the Council introduced a new scorecard style performance report to Members. This includes a section on managing finances with performance indicators for budget performance, reserve levels, debt-collection rates and procurement and efficiency savings. The supporting data collection processes for some of the new performance indicators (PIs) are under development.

Prepares accounts that meet statutory requirements, financial reporting standards and give a true and fair view of the financial performance and position

21   The accounts closure processes for 2008/9 were much improved. For 2009/10, the Council has provided extra resources for the closure process, but these came under much strain due to the problems with the new SAP system. The control weaknesses in the SAP systems during 2009/10 meant that significant extra substantive testing was needed to support our opinion on the accounts. Officers agreed a detailed accounts closure programme for 2009/10 and there was a presentation from the closure team to other staff involved in the closure. Progress is limited in preparing to introduce IFRS and Members need to be more fully engaged in the process

22   Publishes reports that provide an objective, balanced and understandable assessment of the organisation's performance in the year.

23   The Council has engaged with local communities and responded to their needs in external reporting arrangements. It offers translation of key documents or face to face meetings with users on request. Following an equalities impact assessment in 2009/10, funds were made available to translate key housing service documents into Polish, and other services have provided funding to translate key documents or provide them on CD in various languages

> To improve the Council should:
> - identify indicators for assessing the performance of all key services; and
> - agree milestones to guide its preparations to comply with International Financial Reporting Standards (IFRS).

Governing the business

This theme considers whether the Council:

■ commissions and procures quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money;

■ has relevant and reliable data and information to support decision making and manage performance;

■ promotes and demonstrate the principles and values of good governance;

■ manages its risks and maintains a sound system of internal control.

Commissioning and procurement

Has a clear vision of intended outcomes for local people which shapes its commissioning and procurement

24   The Council has used this year to prepare for more focused investment in the future. Some funding has been removed from lower priority areas but only from 2010/11. The procurement approach sets clear targets for the successful delivery of services for local people. For the major contract with SW1, there is joint monitoring of higher level objectives with Somerset CC and Avon and Somerset Police. Procurement is beginning to work well and delivering effective challenge to decisions; but the team is only recently fully staffed so has had limited impact.

Involves local people, partners, staff and suppliers in commissioning services

25   The Council is developing its procurement function in partnership with key stakeholders. It is working to develop the SW1 procurement (as subcontractor) approach and is looking to encourage voluntary organisations to become service providers. It is seeking new areas for cooperation, for example purchasing green energy. These developments are at an early stage.

Seeks to improve the customer experience, quality and value for money of services through service redesign, making effective use of IT

26   The Council's contract with SW1 sets clear targets for the successful delivery of services for local people. It has a built-in saving of 2.5 per cent per year.

Understands the supply market and seeks to influence and develop that market

27   The Council has good links with its contracted suppliers and uses these positively, for example it is discussing how to align service plans with the major leisure contractor and plans to align strategy with SW1 for the next three years. Internally it is working to influence and develop the supply market. For example a profit share arrangement agreed with SW1 incentivises extra savings to be divided proportionately between the partners. It is also exploring opportunities to encourage and support local suppliers through using a portal that will make it easier for suppliers to tender for public sector business. In doing this it seeks to add value through the whole supply chain eg through encouraging first tier providers to develop local supply chains with local SMEs.

Evaluates different options for procuring services and supplies

28   The Council has worked effectively with Somerset CC and Somerset and Avon Police to develop SW1, a partnership to provide financial, procurement, property and several other services. It also has key partnerships with Tone leisure, Somerset Waste and SW Audit partnership and intends market testing the DLO service in 2010. It is also considering options for collaboration with neighbouring councils to share management costs.

29   The procurement strategy was due for review and updating by 31 March 2010. This is not yet complete.

Reviews the competitiveness of services and achieves value for money

30   The Council is effective in exploring alternative options for service delivery. It has an established process for identification and analysis of opportunities for savings in procurement. It is using the opportunity of being part of a wider consortium (with Somerset CC and Avon and Somerset Police) to negotiate additional savings, for example on insurance.

Does the organisation produce relevant and reliable data and information to support decision making and manage performance?

Relevant and reliable data

31 The Council has improved its data quality (DQ) arrangements. It completed most of the actions from the recent Commission report on the subject, the one outstanding item being partnership arrangements. There are contractual protocols on data in place with its main partner, SW1 and it is looking to improve arrangements with other significant partners. The Council has a named DQ Member champion. Quarterly performance reports and DQ issues are discussed with her before circulating to other Members. A DQ action plan is routinely monitored. Proformas for national performance indicators (NPIs) were introduced for 2009/10 to provide greater assurance about compliance. The Performance and Client Officer attends regular meetings with the Somerset Performance Officers Group where NI updates are provided. These are subsequently cascaded throughout the Council. There is an up-to-date DQ strategy in place which encompasses not only performance data but also financial data and other information input into systems.

Meets needs of its decision makers

32 The Council is revising the information provided to Members. A new scorecard reporting approach has been developed and has had good input and a positive response from Members. However, performance reports do not indicate how the Council is addressing areas where it is making little impact such as crime and disorder, sustainability and deprivation. The new-style reports are thematically based and more easily understood. The reporting route through the Executive and then Scrutiny is providing better focus on key issues.

Ensures data security and compliance

33 The Corporate Governance Action Plan identifies actions to address key weaknesses including DQ. Progress against these actions is reported to the Corporate Management Team (CMT) and the Corporate Governance Committee quarterly. Training in DQ is part of Organisational Development Plan and an E-Learning module rolled out for staff. DQ is included in Service Planning training and Member training and the DQ Strategy is updated annually.

Monitors performance

34 The Council has introduced new forms of reporting so it can monitor progress against targets more effectively. This includes service scorecards and strengthened links to financial performance. The approach now focusses on thematic lines to allow better monitoring against the Council's broad aims. However, these changes are recent and the Council has yet to show real impact on services to the community.

> The Council needs to show that it is addressing priority areas where it is making little impact.

Good governance

Principles of good governance

35 The major stages of the Core Council Review are complete. The new management and staffing structures are designed to provide a clearer focus on the Council's key objectives. The constitution has been completely refreshed to reflect the new structures. However, it is too early to assess whether the changes are having real impact.

36 A cross-party Member Development Steering Group oversees the preparation of the member training programme, which for 2009/10 covered key areas such as finance, the Code of Conduct and use of IT. During 2008/09, 11 Members went through a pilot Personal Development Programme, but progress has stalled since then due to lack of member commitment. Three quarters of Members still have no personal development plans.

Purpose and vision

37 The Council's corporate strategy has been refreshed. There are four corporate aims under the new strategy: tackling deprivation, regeneration, affordable housing and climate change. These all link to the over-riding objective of growth for the Borough. The new performance management framework has been designed to support delivery of the objectives, with 'scorecard' indicators in seven sections, the first being corporate aims.

Ethical framework and culture

38   Good progress has been made in raising the profile of the ethical agenda with parish councils. A full-time Parish Liaison officer organises local training, and independent members of the Standards Committee visit each parish annually. There have been no complaints against parish councillors since introducing the local assessment framework and the Standards Board for England has cited the Council's work with parishes as good practice. Progress was made during 2009/10 in raising the profile of the Standards Committee, for example members of that committee now attend other committees regularly. However, many of the agreed initiatives are still at the development stage.

39   There were three Code of Conduct investigations last year, all of which found Code breaches and recommended appropriate action, for example, tighter procedures for member use of Council IT equipment. An internal audit review found that information on the Council's policies regarding gifts and hospitality is readily available to staff and Members. Since that audit a policy statement has been placed on the Council's website to raise awareness of the public and contractors.

Partnership working

40   During the year, the Council received reports on its major partnerships, and the new scorecard system has a section for 'key partnerships' which will allow Members to monitor their performance quarterly. However, the Council does not yet have a register of all partnerships or a protocol for establishing new partnerships. Some partnerships are operating without meaningful performance reporting arrangements.

> To improve the Council should:
> - complete personal development plans for all elected Members;
> - prepare a protocol for establishing new partnerships; and
> - maintain a register of all partnerships.

Risk management and internal control

Risk management

41 The Council refreshed its approach to corporate risk in January 2010 and introduced a new process for taking risk management action plans to the Corporate Governance Committee. There is now a lead officer for risk management, who updated the risk management strategy in 2009/10, and a Member champion. An internal audit review of project risk registers identified no areas of concern. Arrangements for service risk registers are developing by embedding risk action plans within service planning. Risk management training for Members and officers was deferred pending the implementation of the new arrangements.

Managing the risk of fraud and corruption

42 The anti-fraud strategies were updated in January 2009. The Council agreed three year targets for benefit fraud work in its SW1 contract, but it is missing these for the second year running, with full year performance forecast to be slightly down this year. This is due mainly to staff sickness and an increase in claims. The level of benefit fraud work and fraud awareness training, previously good, also reduced in 2009/10. There was good joint working with the Dept of Work and Pensions during the year, with three joint prosecutions and five joint cautions. However, the Council has been slow to follow up National Fraud Initiative matches, even after a visit from the Audit Commission's NFI lead.

Internal control

43 Internal audit coverage of the main financial systems was again good in 2009/10. They identified several significant control weaknesses in key financial systems, creditors, debtors and the general ledger, following the implementation of SAP from April 2009. The ramifications of these problems include a £1 million increase in sundry debtors, delays in raising invoices and making payments and an abnormally high level of duplicate payments. The Council has been working openly and constructively with internal audit to address these weaknesses. There are continuing weaknesses in business continuity and IT disaster recovery planning.

44 Other aspects of internal control have been maintained throughout the year as shown in the Annual Governance Statement. Controls have been improved through a structured approach for the Corporate Governance (Audit) Committee to monitor progress on action plans from audit reports.

To improve the Council should:

■ investigate what steps SW1 is taking to ensure that it will achieve contracted targets;

■ make effective arrangements to investigate NFI matches and ensure that these are operated; and

■ complete business continuity and IT disaster recovery planning.

Managing resources

This theme considers whether in managing its resources the Council:

■ makes effective use of natural resources (not assessed in 2009/10);

■ manages its assets effectively to help deliver its strategic priorities and service needs; and

■ plans, organises and develops its workforce effectively to support the achievement of its strategic priorities.

Use of natural resources

45 Tackling climate change is one of the Council's top four priorities for the next three years. It has developed a better understanding of the natural resources it uses and is starting to develop plans to reduce these over time. It has quantified the baseline carbon emissions it produces and understands which buildings and activities contribute most to these. It plans to spend more on the green agenda and has created a new post to raise its profile across the Council. However, this work is at an early stage and much remains to be completed.

46 The Council recently adopted the national 10:10 commitment to reduce its carbon emissions by 10 per cent during 2010. However, it is not clear how it will do this or meet its longer term aim to become a carbon neutral authority. Target setting is weak and inconsistent, with sole reliance on NIs to measure progress. One of the major sources of carbon emissions - Tone Leisure - is currently following a lower target to reduce its emissions by 4 per cent each year. Some good plans are in place, such as the Green Infrastructure Strategy and Biodiversity Action Plan. But a, joined up approach to planning is not in place. The Council still has to translate its high level objectives into specific service plans and action so staff are clear how they can contribute. A carbon management plan is in place but focuses mainly on quick wins such as replacing fridges. The plan still needs more detailed action plans to reduce annual emissions year-on-year.

47 Staff and councillors are increasingly involved, helped by a series of workshops (with community involvement) and awareness raising initiatives. Several actions are under way in different services. A team of green champions are helping with this. Travel policies encourage staff to use their cars less and use public transport, cycle and walk more. The number of staff travelling to work by car fell from 71.3 per cent to 65.1 per cent between 2005 and 2008, with an increase in cycling from 8.4 per cent to 13.8 per cent. HR policies encourage flexible and home working. The Council recycles materials such as paper, cardboard and building materials including UPVC windows. It promotes biodiversity through good horticultural practices in its parks and allotments and its works with partners. This includes green and woodchip recycling and minimal use of peat and pesticides. Over the past five years the Council has secured 55 hectares of local nature reserve through planning policies. However these initiatives do not form part of coordinated approach and the Council doesn't yet know what impact they are having on its overall carbon footprint or use of natural resources.

48 Outcomes to date are limited. The Council's carbon emissions rose by 7 per cent between 2006/07 and 2008/09 although the rate of increase fell to 1 per cent over the past year. Gas consumption has fallen in its main offices since 2001/02 and gas and electricity use has fallen at Taunton Pool over the same period. Incomplete data, for example on water use makes it difficult to compare trends over time. Energy assessments have been carried out in all Council buildings, and the Council is taking steps to reduce energy use through raising staff awareness, use of low energy lighting, energy efficient equipment and better insulation.

49 The Council does not consistently take environmental considerations into account in decision-making eg in capital projects. Sustainability appraisals are not routinely used to guide decisions. It is starting to consider the potential risks climate change poses to service delivery in service plans. It is also exploring further opportunities to share accommodation with partner organisations. Staff from the county council, IT supplier and police are all based in the Council's main offices, with a local voluntary group in adjoining premises. But the Council has yet to ensure they fully contribute to reducing the overall carbon footprint.

> To improve the Council should:
> - raise the profile of the green agenda across the whole organisation;
> - agree what actions are required achieve its aim of becoming a carbon neutral authority; and
> - use sustainability appraisals to inform decisions.

Strategic asset management

50 The Audit Commission excluded asset management from the use of resources evaluation this year. We concluded that proper arrangements were in place last year and these have been maintained during 2009/10.

Workforce

Has a productive and skilled workforce

51 A new performance management framework introduced new reporting arrangements based upon scorecards with improved links with financial performance. However this is a recent development and it is not clear whether it had real impact in 2009/10. The Council does not yet have a clear understanding of the performance of its main contractor. There are regular SW One performance reports. A Benefits Tracking Tool has been developed and is available to be populated, but requires engagement from SW1. Commercial sensitivities are yet to be overcome in order that relevant metrics can be captured. The Council has experienced sustained high levels of sickness absence.

Knows what staff it will need, and has plans to achieve this

52 The Council has in place a broad range of effective processes and systems to manage and develop its workforce. Approaches to recruitment are well established and modern, and there are a wide range of employee-friendly polices in place. Following the creation of the SW1 partnership, the Council has identified the need for an up to date workforce plan that includes input from the partnership. Development of the plan commenced late in 2009/10 with the intention of completing it during 2010/11.

Has polices which support diversity and good people management

53 The Council has initiated a review of its Health and Safety policies in the light of the SW1 partnership and is consulting on a suite of ten consolidated policies. It is revising its Corporate Equality Strategy for 2010-13, but is unable to demonstrate that it has delivered against its previous strategy. The profile of Equality and Diversity is being raised through Members briefings, Council communications and improved training. An audit under the Equality Framework for Local Govt (EFLG) has been carried out. However, it is unclear what impact this work has had to date.

> To improve the Council should:
> - implement the Benefits tracking tool in its contract with SW1;
> - exert more effective management action to reduce the sustained high level of staff sickness it is experiencing; and
> - complete and agree a new workforce plan.

Appendix 1 Action Plan

Recommendations	
Recommendation 1	
Update the IT and Workforce Strategies and improve the links to financial planning.	
Responsibility	Shirlene Adam
Priority	
Actions	Agreed. A draft IT infrastructure strategy has been prepared already and a workforce plan will be prepared.
Deadline	January 2011
Recommendation 2	
Engage with the local community during budget preparation to identify priorities.	
Responsibility	Shirlene Adam
Priority	
Actions	Agreed. This will be picked up as part of the new budget strategy for 2011-2014.
Deadline	Spring 2011
Recommendation 3	
Council should make better use of benchmarking to assess vfm.	
Responsibility	Dan Webb
Priority	
Actions	Somerset districts benchmarking work has started initially looking at: Housing; Revs & Bens; Customer Services; Planning. The National Indicator Set is less conducive to service benchmarking than the old BVPIs, and very little benchmarking data is readily available. Significantly more benchmarking work would incur additional costs to TDBC.
Deadline	December 2010

Recommendations

Recommendation 4

Identify indicators for assessing the performance of all key services.

Responsibility	Dan Webb
Priority	
Actions	Agreed - this has already been addressed. However we have identified a need to review some of the measures for the new 'TRAC' corporate aims.
Deadline	December 2010

Recommendation 5

Agree milestones to guide preparations to comply with IFRS.

Responsibility	Paul Fitzgerald
Priority	
Actions	Agreed. PF will liaise with Audit Commission on progress.
Deadline	Ongoing

Recommendation 6

Council needs to show it is addressing priority areas where it is making little impact.

Responsibility	Dan Webb
Priority	
Actions	Disagree. We do not recognise this as a weakness. One example given is no longer a corporate aim (Crime), and I believe that the other areas referred to are adequately covered on within performance reports.
Deadline	N/A

Recommendation 7

Complete PDPs for all elected Members.

Responsibility	Tonya Meers
Priority	
Actions	Agreed – this progressed as part of member induction in 2011.
Deadline	December 2011

Recommendation 8

Prepare protocol for establishing new partnerships.

Responsibility	Alison North/Tonya Meers
Priority	
Actions	Agreed – will be covered in project already underway – led by TM.
Deadline	December 2010

Recommendations	
Recommendation 9	
Maintain a register of partnerships.	
Responsibility	Alison North/Tonya Meers
Priority	
Actions	Agreed – will be covered in project already underway – led by TM.
Deadline	December 2010
Recommendation 10	
Investigate what steps SW1 is taking to ensure it will achieve targets.	
Responsibility	Alison North
Priority	
Actions	Agreed. Robust contract management arrangements are already in place. CMT receive regular updates on procurement transformation.
Deadline	Ongoing
Recommendation 11	
Make effective arrangements to investigate NFI matches.	
Responsibility	Shirlene Adam
Priority	
Actions	Agreed.
Deadline	March 2011
Recommendation 12	
Complete business continuity and IT disaster recovery planning.	
Responsibility	John Lewis and Alison North
Priority	
Actions	Business continuity plans will be finalised for all services by October 2010. (JL) IT disaster recovery plan will be produced in conjunction with SW1. (AN)
Deadline	October 2010 December 2010

Recommendations

Recommendation 13

Raise the profile of green agenda across whole organisation.

Responsibility	Kevin Toller
Priority	
Actions	Staff roadshows planned for week beginning 20 September. Six Month awareness campaign.
Deadline	September 2010 March 2011

Recommendation 14

Agree actions required to achieve aim of carbon neutral authority.

Responsibility	Kevin Toller
Priority	
Actions	Carbon neutrality action plan to be developed.
Deadline	March 2011

Recommendation 15

Use sustainability appraisals to inform decisions.

Responsibility	Kevin Toller
Priority	
Actions	Agreed.
Deadline	December 2010

Recommendation 16

Implements benefit tracking tool in SW1 contract.

Responsibility	Alison North
Priority	
Actions	Agreed – robust contract monitoring already in place.
Deadline	Ongoing

Recommendations	
Recommendation 17	
Exert more effective management to reduce staff sickness.	
Responsibility	Martin Griffin
Priority	
Actions	Agreed – regular monitoring and reporting mechanism is in place with SW1. CMT receive regular reports.
Deadline	Ongoing
Recommendation 18	
Complete and agree new workforce plan.	
Responsibility	Shirlene Adam/Martin Griffin
Priority	
Actions	Agreed – this is a repetition of earlier recommendation.
Deadline	N/A

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