

## Appendix 1. AAIL Action Plan – Progress update

Ref:	Recommendation	Responsibility	Agreed	Progress Update	Date
<b>Overall Recommendations:</b>					
	To maintain its use of resources score the Council needs to continue to embed its arrangements for financial governance including its processes for producing its accounts and its arrangements for monitoring the budget	Section 151 Officer	Yes	See specific recommendations against Use of Resources assessment below.	-
	In order to drive improvement more consistently across the Council it needs to promote greater awareness and ownership of the improvement agenda and integrate it more systematically within a strengthened performance management framework.	Deputy Chief Executive	Yes	The Covalent performance management system is being introduced from April 2007.  Medium Term Planning, involving all services in integrating service and financial planning is being strengthened this year (see report to Overview & Scrutiny Committee on 7 February 2007). Officer work on priorities (Bubbles) discussed with Executive (July); reported to Members Development Day Sept 6.	ongoing  From May 2007
<b>Use of Resources Areas for Improvement</b>					
<b>Financial Reporting</b>					
<b>KLOE 1.1</b>	Improve quality control arrangements to ensure there are fewer errors in next year's accounts	Section 151 Officer	Yes	More rigorous closing process April-July; restructure of Finance (March) to strengthen controls, including reporting monthly on progress to the Executive from Month 3 onwards.	

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<b>KLOE 1.2</b>	The Council needs to demonstrate that it is considering the views of a range of stakeholders in making a decision on publishing an annual report.	Section 151 Officer/Deputy Chief Executive	Yes	Production of an annual report will be considered after closure of accounts	October 2007
	Consider publishing an annual report or similar document which includes summary accounts.	Section 151 Officer	Yes		
<b>Financial Management</b>					
<b>KLOE 2.1</b>	There is scope to further develop the linkages between the Corporate Plan and service plans such as the IT strategy and Human Resources strategy.	Deputy Chief Executive/ Head of Policy & Performance	Yes	Work on these areas will be undertaken as part of the medium term planning process in 2007.	Sept 07 onwards
	The key messages from the Council's medium-term financial strategy should be communicated to staff and stakeholders as appropriate.	Section 151 Officer/Deputy Chief Executive	Yes	MTP work in summer 2007 to be communicated to all Members at Policy Day on 6 September 2007. Stakeholder involvement in budget planning to be strengthened – as set out in Policy & Budget Framework (e.g. budget event with North Wiltshire Local Strategic Partnership being held on 26 September 2007)  Officer workshop held on 16 <sup>th</sup> August	September 07

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<b>KLOE 2.2</b>	<p>Further embed arrangements for reporting progress against the budget to the Executive.</p> <p>Ensure the Council's budget monitoring is related to operational activity indicators that are lead indicators of spend.</p> <p>Ensure that no significant departmental overspends/underspends occur that were not identified as a risk which was taken into account in developing the Council's reserves strategy. Also ensure that the associated underlying budgetary pressures are being managed effectively over time.</p>	<p>Section 151 Officer</p> <p>Chief Accountant</p> <p>Section 151 Officer</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>) Monthly budget monitors produced.</p> <p>) Report is clearer for members to read and understand.</p> <p>) "20 ways to improve monitor" Exec 15 March 2007; 2 achieved by 22/3 &amp; remainder timetabled.</p> <p>Council's reserves strategy based on a risk approach (Feb 22 2007 Council).</p> <p>Strategy for 'excess reserves' agreed March 15 2007 Executive.</p> <p>Full establishment in Finance to improve capacity (as consequence of £95k additional resources 07-08)</p>	<p>Achieved - monthly reports to Exec in 2007-08:</p>
<b>KLOE 2.3</b>	<p>Further embed arrangements for asset management and develop a full set of local performance indicators covering all aspects of asset management including energy usage, standards of assets etc.</p>	<p>Assets Design &amp; Regeneration Team Leader/ Performance Management Officer (GW)</p>	<p>Yes</p>	<p>Suitable Local Performance Indicators to be developed and included in the new performance management system as appropriate for transition work.</p>	



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<b>Internal Control</b>					
<b>KLOE 4.1</b>	Implement the action plan for improving risk management which includes up-dating the risk management strategy.	Performance Management Officer (GW) /Head of Policy & Performance	Yes	New risk management strategy approved. Action plan will be implemented.	May 07 onwards
	Embed arrangements for reviewing risks in relation to partnerships.	Performance Management Officer (GW)/ Head of Policy & Performance	Yes	Policy and procedure in relation to risk management in partnerships outlined in new strategy. To be further developed with partnership officer as appropriate for transition.	Sept 07 onwards
	Ensure that Members with responsibility for corporate risk management receive overall reports on risks 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.	Performance Management Officer (GW)/Head of Policy & Performance	Yes	Under new risk management strategy, Final Accounts and Audit Committee review reports on risk and review adequacy of overall risk management arrangements, making recommendations to Executive as necessary.	Sept 07 onwards

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<b>KLOE 4.2</b>	Embed arrangements for ensuring that key financial reconciliations are completed and reviewed regularly through the creation of a formal timetable and allocating responsibility for reviewing completed reconciliations.	Chief Accountant	Yes	Reporting to Members started 30 August (Revenue monitor to Executive)	
	Establish an overarching framework that maps the Council's strategic objectives to risks controls and assurances.	Section 151 Officer	Yes	Undertake as part of Medium Term planning and Statement on Internal Control	By Sept 2007
	Develop arrangements whereby compliance with standing orders, standing financial Instructions and the scheme of delegation is monitored by management, and any breaches identified and appropriate action taken.	Section 151 Officer/Chief Executive	Yes	Training of cost centre managers; Approval of reports by S151;  Audit activity	By Dec 2007 System in place & ongoing  Ongoing
	Embed arrangements for ensuring there are appropriate governance arrangements for significant partnerships.	Deputy Chief Executive	Yes	Governance arrangements to be addressed for all significant partnerships in line with Wiltshire Improvement Partnership funded work on partnership governance across Wiltshire.	By March 2008

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<b>KLOE 4.3</b>	The Council should develop arrangements for proactively raising the standards of ethical behaviour amongst Members and staff, including the provision of ethics training.	Monitoring Officer	Yes	Ethical standards training built into members' induction training post May elections.  Biennial training of members (& parishes) linked to Area Committees to take place Autumn 2007.  Staff training to be undertaken in Autumn 2007/08	Completed.  Date to be confirmed
	Undertake an assessment of standards of conduct, including how effectively members are complying with the code of conduct, the number and types of complaints received, and take action as appropriate.	Monitoring Officer	Yes	An assessment will be undertaken by the Audit Manager, in conjunction with the Monitoring Officer	October 2007
	Further develop arrangements for completing counter fraud work and publicising the whistle blowing policy.	Audit Manager/ Head of HR	Yes	An assessment of the Council's counter fraud arrangements, against the CIPFA Better Governance Forum checklist "Managing the risk of fraud" has been undertaken (July 2007) and any issues identified will be addressed by March 2008.	Review completed.  Relevant improvements to be implemented by March 2008.

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<b>Value for Money</b>					
<b>KLOE 5.1</b>	Continue to develop sound baseline information on overall costs and those of services, identifying factors that contribute to areas of comparatively high or low spending in relation to levels of performance	Section 151 Officer/ Performance Management Officer (GW)	Yes	Medium Term Planning process approved by Overview & Scrutiny on 7 February 2007 will achieve this. See previous comment at Page 1	April 07 onwards
	Raise levels of performance and user satisfaction, especially in priority areas, including achievement of sustainable efficiency gains	Deputy Chief Executive/Head of Finance/Head of Policy & Performance	Yes	Efficiency gains to be linked in with Medium Term Planning process (targets to be agreed – where appropriate - for individual services as part of budget process for 2008/09)	Sept 07 onwards
	Ensure resources are consistently targeted at priorities and used to deliver corporate aims.	Chief Executive	Yes	Work with Executive and Budget and Strategic Planning Group in preparation for 2008/09 budget – see page 1	May 07 onwards



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<b>KLOE 5.2</b>	Set specific tailored targets and incentives for each service to achieve VFM and track performance against these.	Section 151 Officer/Deputy Chief Executive	Yes	Medium Term Planning cost/performance grid to set initial targets, following restructure of recharges exercise (undertaken as part of closedown) Reset:	Sept 2007
	Integrate VFM and efficiency review into performance management, through combined reporting of costs and performance and the integration of VFM into service planning and staff appraisals.	Deputy Chief Executive	Yes	Medium Term Planning process will assist with this. Managers encouraged to set performance targets (some of which will link to VFM) through staff appraisals. Staff appraisal system review now not likely to proceed.	Aug 2007  April 07 onwards
	Increase focus on achieving sustainable efficiency savings from more cost effective service delivery rather than reliance on property sales.	Section 151 Officer	Yes	Medium Term Planning cost/performance grid to set initial targets (then built into 2008/09 budget for delivery). Control of Establishment now in place	Sept 2007
	Improve analysis of changes in spending decisions on all sectors of the community (looking at impact of budget decisions on different sectors of the community)	Section 151 Officer/Deputy Chief Executive	Yes	Analysis on this will to be systematically incorporated into decision-making about the costs and quality of services – working with the Budget and Strategic Planning Working Group.	From May 2007