

CAA/11/2007

KENNET DISTRICT COUNCIL

RESOURCES EXECUTIVE COMMITTEE
to be held on 20th March 2007

Report by Janet Ditte, Chief Accountant & Auditor

Statement of Internal Control

1. Purpose of Report

The purpose of this report is to appraise Members of the requirements for the Council to prepare and publish a Statement of Internal Control, as part of the Council's financial statements. A revised version of the Statement of Internal Control and Action Plan are also presented for approval.

2. Financial and Staffing Implications

There are no staffing or financial implications arising from the report.

3. Legal Implications

The Accounts and Audit Regulations 2003, as amended, (the Regulations) formally made all local authorities responsible for conducting a review, at least once a year, of the effectiveness of its system of internal control.

The Regulations also state that the local authority should include a Statement on Internal Control (SIC), prepared in accordance with proper practice, in its annual Statement of Accounts. The SIC must be signed by the Leader and Chief Executive of the Authority.

Although the SIC is not formally audited by the Council's External Auditors, it is subject to review by them. In the event that the picture of the Authority's internal control environment represented in the SIC is significantly different to the auditors experience, this would be reported in the Annual Audit Letter.

4. Background

The Chartered Institute of Public Finance and Accountancy (CIPFA) has published the proper practice that must be followed by local authorities on the processes needed for the establishment, maintenance and review of the system of internal control and risk management. It also sets out the form and content that the statement must take.

Establishing and Maintaining a System of Internal Control

The Regulations require the Council to establish and maintain a System of Internal Control. This is also central to good corporate governance. The scope of the system of internal control spans the whole range of local authority activities and includes those controls designed to ensure:

- the authority's policies are put into practice;
- the organisation's values are met;
- laws and regulations are complied with;
- required processes are adhered to;
- financial statement and published information are accurate and reliable;
- human, financial and other resources are managed efficiently and effectively, and
- high quality services are delivered efficiently and effectively.

Annual Review and Assurance Gathering

Having established a system of internal control, the authority must decide which of these controls are key to mitigating against significant risks to the achievement of its objectives and obtain assurance of the effectiveness of these controls. The authority will then be in a position to conclude on the effectiveness of its system of internal control and identify any areas for improvement.

The CIPFA guidance sets out a series of objectives that the Council must follow in its annual review of the internal control environment (Appendix A). This guidance has been supplemented by further guidance produced by CIPFA's Finance Advisory Network (FAN).

The process requires the collation of assurances and evidence in support of a number of key steps, each in support of one of the objectives identified in CIPFA's process (Appendix A). The evidence is then reviewed to identify any gaps and potential control weaknesses.

5. The Statement of Internal Control

The control environment has been reviewed in accordance with the proper practice issued by CIPFA and it has been concluded that in the vast majority of cases robust arrangements are in place and the Council has a system of internal control that is largely effective. No significant weaknesses have been identified. However, a number of improvements have been identified that would enhance the control environment. These are listed below under the relevant sub-headings identified in the guidance:

- a) **Responsibilities for statutory obligations are formally established -**,
 - (i) the Council still needs to should ensure that the job descriptions of all key officers reflect their statutory obligations or obligations under the Constitution;
 - (ii) The Structure Charts published on the Council's website should be updated to reflect recent structural changes
- b) **Governance training provided to key staff and all members –**
 - (i) training should continue to be arranged for all members on corporate governance;
 - (ii) training/awareness should be provided for members of staff on Corporate Governance
- c) **Risk Management and Identification –**
 - (i) the Council should continue to take further action to embed a risk management culture across the authority;
 - (ii) the Council should ensure that its insurance claims are still managed in accordance with the “Woolfe” principles.
- d) **Risks in partnership working are fully considered –**
 - (i) The Council should ensure that partnership risks are fully considered
- e) **Identify key controls to manage principal risks –**
 - (i) The Council's Financial Regulations are to be reviewed.
 - (ii) The Council's business and service continuity plans should be reviewed and updated to reflect the updated IT continuity plan;
 - (iii) The Council's internal audit arrangements will be reviewed to ensure that they continue to comply with the latest Code of Practice on Internal Audit, published in December 2006.

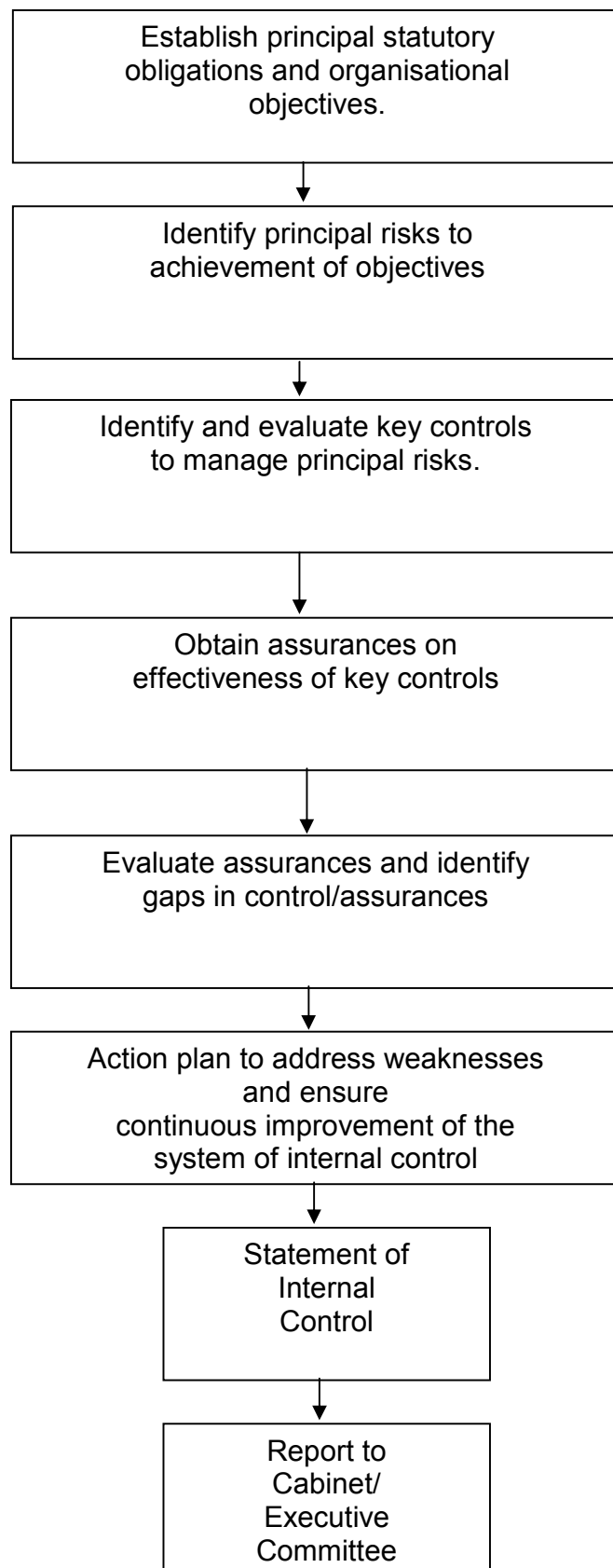
The Statement of Internal Control has been prepared to reflect these points and is attached as Appendix B. In addition, an action plan has been produced that addresses these points and is attached as Appendix C.

6. Recommendations

It is **RECOMMENDED THAT**:

- 1) Members approve the Statement of Internal Control (Appendix B) for signing by the Chief Executive and Leader of the Council and inclusion in the Statement of Accounts for 2006-07.
- 2) Members approve the action plan prepared to address the areas for improvement identified Section 5 (Appendix C).
- 3) The Chief Accountant and Auditor be given delegated authority, in consultation with the Finance Services Manager, to make minor amendments to the Statement of Internal Control, as may be necessary prior to publication of the document in the Statement of Accounts in June 2007.

Review of Internal Control and SIC Assurance Gathering Process



Statement of Internal Control

1. SCOPE OF RESPONSIBILITY

Kennet District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility Kennet District Council is also responsible for ensuring that there is a sound system of internal control, which facilitates the effective exercise of its functions and which includes arrangements for the management of risk.

2. THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurances of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place at Kennet District Council for the year ended 31st March 2007 and up to the date of approval of the annual report and accounts.

3. THE INTERNAL CONTROL ENVIRONMENT

The key elements of the Council's internal control environment are described below:

Establishing and Monitoring the Achievement of the Authority's Objectives

The Authority's objectives are set out in the Council's Corporate Strategy and Medium Term Financial Strategy, which clearly sets out the Council's vision and key priorities. The Corporate Strategy details objectives under each of the key priorities.

In addition, there is a Local Strategic Partnerships (LSP) within the Kennet area which has adopted a Community strategy, which is the result of wide consultation with our communities. The Kennet LSP, which comprises membership of a wide range of organisations across the district, has worked to improve the quality of life for the people who live, work or study in the relevant Community Area.

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The Corporate Strategy and Medium Term Financial Strategy is the key planning document – from which a number of additional plans are developed in support of it. These include the Best Value Performance Plan, the Capital Strategy, the Asset Management Plan and the Housing Strategy.

Performance against the agreed objectives and actions, for 2006/07, is reviewed formally by the Overview and Scrutiny Management Board and is published in the Best Value Performance Plan on 30th June 2007.

Facilitation of Policy and Decision-Making

The Council has a formally published Constitution, which incorporates the Scheme of Delegation and sets out the decision-making arrangements and responsibilities of the Authority. There are clear rules of procedure for the running of business meetings and details of delegated authorities to individuals. There is also a robust budget and policy framework and detailed financial regulations, which are monitored by the Chief Financial Officer and the Monitoring Officer. The constitution is updated continually to reflect any changes in structure.

In addition to the Full Council, much of the Authority's decision making has been delegated to the Council's Executive Committees;

- Resources Executive Committee
- Community Development Executive Committee
- Planning Policies Executive Committee

The role of each of these is to develop policies and services within the framework of the corporate strategy and policies.

The Overview and Scrutiny Management Board is formally responsible for developing and reviewing policy, holding the decision-makers to account and also reviewing the performance of the Council and Executive Committees.

The Corporate Finance Scrutiny Sub-Committee has specific responsibility for scrutinising the Statement of Accounts, Risk Management, Audit arrangements, the Statement of Internal Control and budget control and monitoring.

In addition to the above, there is also the Regulatory Committee, which is remitted to take certain decisions delegated from the Full Council. In general, these comprise planning and licensing decisions.

In addition to the powers delegated to certain Committees, the Council operates a scheme of delegation for decision making to officers. The details of this are included in Part III (3) of the Constitution

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All reports are reviewed for legal, financial and risk considerations prior to being presented to Members of the Council for formal decision-making.

The Council has agreed a Forward Plan of Work to be completed, and meet in public on an 8 weekly cycle. This, together with an appropriate level of delegation to senior managers enables speedy decision making.

The Corporate Management Team of the Council meets on a fortnightly basis and provides the strategic direction of the Council in delivering the requirements of the Members.

Ensuring Compliance with Established Policies, Procedures, Laws and Regulations

Kennet District Council has a Standards Committee whose roles and functions include:

- Promoting and maintaining high standards of conduct;
- Advising and training Members on the Code of Conduct;
- Monitoring of the Code of Conduct;
- Reporting to the Council when it considers standards of conduct or behaviour need reviewing;
- Receiving the details of complaints referred to the Authority from the Standards Board for England;
- Reporting to the appropriate Council on the result of any investigation into the standard of conduct of behaviour of a Member;
- Dealing with any issues raised by the Monitoring Officer.

The Council recognises the importance of the principles of Corporate Governance and the need to apply them across all areas of the Authority's corporate activities. The specific details of how this will be achieved are reported in the Best Value Performance Plan published on 30th June 2007. The arrangements in place are reviewed regularly against the guidelines issued by CIPFA/SOLACE and findings reported to Committee annually. In addition, the Council has a formally adopted Whistle Blowing Policy and Anti-Fraud and Corruption Policy.

The Chief Financial Officer and Monitoring Officer have specified roles within the Constitution to ensure reports prepared for member decision comply with the budget and policy framework.

Internal and external audit work together to review and provide annual opinions of the control framework, governance arrangements and validity of the annual accounts. The Council is also subject to various other inspections, for example by the Audit Commission and the Benefit Fraud Inspectorate.

Each Member receives copies of the meeting Agendas. As one of the Agenda items for each meeting, the Members are required to declare any interests at the outset of the meeting. In addition, Members are encouraged to undertake any training relevant to the area of decision-making in which they are involved.

The Corporate Risk Management Process

The Council has had an active Risk Management Group (RMG) since 1994. The terms of reference for the group were revised in 2005/06 and approved by the Resources Executive Committee in March 2006. The Council has now developed a Strategic Risk Implementation Plan. The process adopted is designed to identify, prioritise and manage the risks that exist in order to ensure the Council achieves its aims and objectives. The RMG is charged with embedding the risk management process throughout the organisation.

The strategic and operational risks that have been identified have been prioritised and a full Risk Register has been developed. The key risks identified have been assigned to a Service Manager, who is responsible for developing an appropriate action plan to combat the risk. Each Service Manager will be required to report their progress to the Risk Management Group.

As part of the annual service planning process, Service Managers are required to identify the top five operational risks affecting their services and to prepare an appropriate action plan to mitigate these risks.

The Corporate Finance Scrutiny Sub-Committee has specific responsibility for scrutinising Risk Management and receives regular Risk Management update reports at its meetings.

Ensuring the Economic, Effective and Efficient use of Resources, and for Securing Continuous Improvement in the way in which its Functions are Exercised

In accordance with the requirements of the Local Government Act 1999, the Council agreed a programme of Best Value Reviews to ensure the economic, effective and efficient use of resources and for securing the continuous improvement in the way in which its functions are exercised.

The programme was developed over a number of years and the focus of the reviews has become more strategic, tackling cross-cutting issues as well as operational areas. The programme of reviews and overall performance and progress against the action plans produced is monitored by the Overview and Scrutiny Management Board and was reported in the Best Value Performance Plan (BVPP) published on 30th June 2007.

As part of the BVPP, the Council reports its performance against a variety of performance indicators (PI). Some of these are nationally set as Best Value Performance Indicators

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and others have been set locally. The Council sets three year targets for each PI. The purpose of these indicators is to measure the Council's performance and progress over time, with a view to promoting continuous improvement.

In addition to the requirements of Best Value, the Council is now required to comply with the requirements of the Efficiency Review programme and to achieve a target of 2.5% efficiency gains for each of the three years (2005 to 2008).

Following the results of the Council's CPA Inspection in January 2004, when the Council was assessed as "good", the Council has developed a Corporate Action and Improvement Plan that has been agreed with the Audit Commission.

In addition, the Council is now subject to an annual Use of Resources and Value for Money review, conducted by the Audit Commission. This measures the Council's performance against a range of criteria on Financial Management, Financial Reporting, Financial Standing, Internal Control and Value for Money. Continuous improvement is secured through the ongoing development of the criteria that the Council must strive to achieve.

Performance Management

The Council has a formal performance management framework in place providing links from the corporate objectives of the Authority, the budget and work planning process and the Annual Service Delivery Plans.

As part of the budget cycle, each Service Manager produces a Service Delivery Plan, which is presented to Members for approval, in conjunction with the Council priorities and financial resources. Performance Indicators are set at a national and local level and targets agreed for the coming three years. Once the Service Delivery Plans and budgets have been finalised and approved by Committee, employee development reviews, agreeing individual targets, take place.

Performance against targets is monitored on a quarterly basis by managers and the Management Team and Overview and Scrutiny Management Board, in order that corrective action can be taken.

In addition, within the Corporate Strategy & BVPP, there is a formal link made between the objectives of the Council and how this will be achieved and measured.

Financial Management

The Council's overall financial arrangements are governed by its Medium Term Financial Strategy¹, which sets out the financial framework for the delivery of the Council's strategies and plans. In determining the revenue and capital financial framework, a number of factors are taken into account including the national context, the distribution of local government funding from central government along with other local and external funding sources.

This is supported by robust budget setting and monitoring arrangements and detailed financial regulations, which form part of the Constitution. All spending departments are required to monitor their budgets on a monthly basis, in consultation with the Corporate Finance section. Spending departments are responsible for their expenditure (and income) and are therefore accountable to Members for their budgets.

The Council has in place a detailed service planning process that feeds into the budget setting system. Service Managers are required to prepare Service Delivery Plans on an annual basis.

The Council manages its investments within the guidelines of its Treasury Management Policy Statement and Annual Investment Strategy, which is approved by Members on an annual basis.

4. REVIEW OF EFFECTIVENESS

Kennet District Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. The review of the effectiveness of the system of internal control is informed by the work of the Internal Auditors and the Management Team within the Authority, who have responsibility for the development and maintenance of the internal control environment, and also by comments made by the External Auditors and other review agencies and inspectorates

The key features of the Council's internal control framework are:

The Authority

The key formal document governing the internal control framework for the Authority is its Constitution. All delegation of decision-making is made in accordance with the requirements of the Constitution and the Scheme of Delegation, which forms part of the Constitution.

The formal rules governing the way in which the Council, its Committees and Officers conduct their business are also set out as part of the Constitution and include:

¹ Published as part of the Corporate Strategy and Medium Term Financial Strategy

- Budget & Policy Framework
- The Financial Regulations
- Rules of Procedure for Council & Committee Meetings
- Access to Information Procedure Rules

Comprehensive Performance Assessment (CPA)

The Audit Commission carried out a CPA Inspection of the Council in January 2004. The Council was assessed as “good” with financial performance scoring 4 out of a maximum of 4. All of the improvements recommended following the CPA are being actively pursued as part of a strategic improvement plan.

Risk Management

The Council has had a Risk Management Group for a number of years and has adopted a strategic approach to risk management. The Council’s Corporate Risk Register was formally reviewed in 2006 and a revised risk register produced. This has prioritised the Council’s risks, identified strategic and operational risks and has appointed responsibilities for risks.

Internal Audit

The role of internal audit is to review the internal control framework that governs the operations of the Council and, in so doing, provide an independent opinion to both management and members of the Authority on the robustness of the Council’s control environment.

The Internal Audit function of the Council is delivered by the Internal Audit Team. The work of the team complies fully with the requirements of CIPFA’s Code of Internal Audit.

An Audit Plan is developed every 5 years, which is based on a risk assessment of all the services/systems of the Council. Service Managers are directly involved in the development of the plan. The plan identifies the audits to be completed, including core fundamental systems and other operational systems. The plan is devised in consultation with the Council’s external auditors, the Audit Commission.

The Audit Team reports directly to the Corporate Finance Scrutiny Sub-Committee at each of its meetings. The sub-committee approves the Audit Plan and monitors the performance of the Audit Team and progress against audit recommendations. The sub-committee also receives the executive summaries (including audit opinions) of all audit reports issued, for review. The Audit Team reports annually to the Resources Executive Committee, providing the audit opinions of all audits completed and an overall audit opinion. The overall audit opinion issued for 2006/07 is **Good**.

The Council has conducted a review of the effectiveness of the system of internal audit and the findings of this review have been reported to Members for their consideration. The purpose of this review is to ensure that the annual audit opinion issued by Internal Audit may be relied upon as a key source of evidence and assurance. The review has concluded that the System of Internal Audit is effective although a number of limited improvements could be made. These are reflected in this statement.

Formal Annual Review

In addition to the above, the Council has conducted a formal review of its internal control environment and collated evidence and assurance from a variety of sources. This has included the collation of assurances from all service managers and directors on the effectiveness of the internal control environment.

5. SIGNIFICANT INTERNAL CONTROL ISSUES

We have been advised on the implications of the result of the review of the effectiveness of the system of internal control operated by the Council and a plan is in place to address weaknesses and ensure continuous improvement of the system.

The Authority has assessed its systems and procedures and has identified that in the vast majority of cases robust arrangements are already in place. However, a number of improvements have been identified that would enhance the internal control environment. The Resources Executive Committee has approved an action plan to address these points.

Responsibilities for Statutory Obligations

The Council does have a formally approved and published constitution and Scheme of Delegation, which outlines the roles and responsibilities of both officers and committees. However, Service Managers and Chief Officers were not subject to the formal job evaluation process and therefore, it is unclear if their job descriptions reflect these obligations

Action Required:

- The Council should ensure that the statutory obligations of key officers or their responsibilities under the constitution or scheme of delegation, are reflected in their main duties;
- The structure charts published on the Council's website should be updated to reflect changes in the Council's structure;

Corporate Governance

The Council has a revised Code of Corporate Governance. Training on Corporate Governance has been provided for Members, however there is scope for further training and/or increased awareness in this area.

Action Required:

- training should continue to be arranged for all Members on Corporate Governance;
- training/awareness should be provided for members of staff on Corporate Governance.

Risk Management

Although the Council has a corporate Risk Management Group and Risk Register, the Council should continue to take further action to embed the risk management culture across the authority. In addition, the Council should ensure that its insurance claims continue to be managed in accordance with the “Woolfe” principles.

Action Required:

- The procedure notes on the “Woolfe” principles are do be updated and re-written;
- As a means of keeping staff informed, the minutes of the risk management group meetings should be published on the Council’s intranet site.

Partnership Arrangements

The Council has a number of partnership working arrangements in place, which are critical to the achievement of the Council’s corporate objectives. As such, the Council should ensure that the risk and corporate governance arrangements for these partnerships is fully considered.

Action Required:

- Funding has been secured for a Wiltshire wide review of the corporate governance arrangements for its partnership arrangements. The Council should ensure that the recommendations from this report are considered for implementation.

Key Controls to Manage Principal Risks

The Council has Financial Regulations as a key control to managing its principal risks, and these are published as part of the Council’s Constitution. It is already planned that these will be reviewed this year to ensure that they remain current and up to date.

The Council has business and service continuity plans in place. However, it is planned that these will be reviewed during the year to ensure that they remain current and reflect the latest IT Continuity plans.

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The Council has an internal audit department and a committee that fulfils the functions of an audit committee. The Internal Audit department operates in accordance with the CIPFA Code of Practice on Internal Audit in the United Kingdom. A revised version of the code was published in December 2006. During the coming financial year, a review of the internal audits procedures will be completed to ensure that the department still complies with the Code.

Actions from Previous Years

The Council identified a number of actions within the Statement of Internal Control included within the Statement of Accounts published since 2003/04. The following table provides a summary of these actions and progress made to date. Progress against these actions will continue to be made, as required:

<i>AREA</i>	<i>ACTION REQUIRED</i>	<i>PROGRESS MADE</i>
1. Management Assurance and Risk Management	Service Managers required to report progress against Risk Management Action Plan to Risk Management Group.	Has been implemented on ongoing basis.
2. Procurement	Procurement Strategy should be completed and distributed.	Procurement Strategy has been completed and approved by Members. Procurement Strategy should now be formally distributed.
3. Legal Assurance	A section should be added to committee reports identifying the legal considerations.	Implemented.
4. Annual Audit Report	An opinion on the overall adequacy and effectiveness of internal control environment to be added to Management Team Audit Board report to Resources Executive Committee	Implemented. Corporate Finance Scrutiny Sub-Committee now reports to the Resources Executive Committee
5. Corporate Planning	Actions as per the CAAIP	Assurance to be gathered that specific actions are being met.
6. Responsibility for Statutory Obligations are formally established	Job Descriptions of all key officers should reflect their statutory obligations or obligations under the	All job descriptions are being reviewed as part of the formal pay and grading review

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	Constitution	
7. Authority's objectives are clearly communicated to staff and stakeholders	A formal system for communicating with key stakeholders on the Council's Use of Resources should be investigated	The Council consults on a range of issues through its website. However, more specific consultation should continue to be investigated.
8. Governance training should be provided to key staff and all members	Training should be arranged for all members on corporate governance. Training should be provided for staff.	All Members have received training as part of the Members' Finance Conference. A session on corporate governance will be included in the annual staff seminar.
9. Risk Management & Identification	Further action should be taken to embed Risk Management.	The Corporate Finance Sub-Committee has formal responsibility for scrutinising Risk Management. Risk Management has been included in job descriptions of key staff. The risk management arrangements of partnerships will be reviewed on council wide basis.
10. Corporate Complaints Policy	Policy should be reviewed and approved.	Implemented.

Mark Boden
Chief Executive

Cllr Chris Humphries
Leader of the Council

STATEMENT OF INTERNAL CONTROL – ACTION FOR 2007

Responsibilities for Statutory Obligations					
1.1 All Service Managers and Directors to have a job description reflecting their statutory obligations.					
1.2 All Service Managers and Directors to have a job description that reflects their obligations under the Council's Constitution and Scheme of Delegation					
1.3 Structure Charts should be current					
Action	Lead Officer	Timescale	Resource	Monitored by	Relevant target
The job descriptions of key officers (Service Managers and Directors) will be reviewed and revised to include reference to their statutory obligations.	Anne Ewing HRSM	In line with EDR process for 2007 (Revised JD's issued by end March 2006)	Staff Time	Management Team	1.1
The job descriptions of key officers will be reviewed and revised to include reference to the requirement to carry out their responsibilities in the Constitution and Scheme of Delegation	Anne Ewing HRSM	In line with EDR process for 2006 (Revised JD's issued by end March 2006)	Staff Time	Management Team	1.2
The Structure Charts published on the Council's website should be updated to reflect recent structural changes	Anne Ewing HRSM	By March 2007	Staff Time	Management Team	1.3

Corporate Governance					
2.1 Training should continue to be arranged for Members on Corporate Governance					
2.2 Training / awareness should be provided for members of staff on Corporate Governance					
Action	Lead Officer	Timescale	Resource	Monitored by	Relevant target
Training on Corporate Governance should be included in the Members' induction programme	Democratic Services / Janet Ditte	May/June 2007	Staff Time	Management Team	2.1
A session on Corporate Governance should be included in the Staff Seminar	Anne Ewing and Janet Ditte	By Dec 2007	Staff Time	Management Team	2.2

Risk Management					
3.1 The Council should continue to embed a risk management culture across the authority					
3.2 The Council should ensure that its insurance claims are still managed in accordance with the “Woolfe” Principals					
3.3 Partnership Risks should be fully considered					
Action	Lead Officer	Timescale	Resource	Monitored by	Relevant target
The procedure notes on the “Woolfe” principles should be reviewed and updated.	Debbie Price - PTA	September 2007	Staff Time	Chief Accountant & Auditor	3.2
The Minutes of the Risk Management Group should be published on the Council's intranet site	Venita King - PIA	June 2007	Staff Time	Chief Accountant & Auditor	3.1
A County wide review of the corporate governance arrangements (including risk management) of the partnerships has been commissioned	Karen Scott	Dec 2007	Staff Time External Funding secured to pay for report	Management Team	3.3

Key Controls to Manage Principal Risks					
4.1 Financial Regulations					
4.2 Business Continuity					
Action	Lead Officer	Timescale	Resource	Monitored by	Relevant target
The Council's Financial Regulations to be reviewed and updated to ensure that they remain current and up to date	Andrew Hart – FSM	Dec 2007	Staff Time	Management Team	4.1
The Council's business and service continuity plans to be reviewed to ensure they remain up to date and reflect the latest IT continuity plan	Mark Smith DofELS	2007	Staff Time	Management Team	4.2

