

TELFORD & WREKIN COUNCIL

CABINET 16th JUNE 2008

THE ANNUAL GOVERNANCE STATEMENT 2007/08

REPORT OF THE CORPORATE DIRECTOR RESOURCES

1 PURPOSE

- 1.1 For the Cabinet to agree the Annual Governance Statement 2007/08 prior to the statement being signed by the Leader and Chief Executive and being presented to the Council for approval with the 2007/08 annual accounts.

2 RECOMMENDATIONS

- 2.1 **That members of the Cabinet agree the Annual Governance Statement 2007/08, attached as Appendix B, and note the information that supports the report.**

3 SUMMARY

- 3.1 Under the Accounts and Audit (Amendment)(England) Regulations 2006 and the SORP 2007¹ the Council is required to produce an Annual Governance Statement that is signed by the Chief Executive and Leader of the Council. This statement must be included in the Annual Accounts.
- 3.2 This is a new requirement for English Authorities in 2007/08 but the Council has produced a combined Assurance Statement (Annual Assurance and Statement on Internal Control) since 2004/05 covering governance and internal control – which is what has now been defined in the new requirement.
- 3.3 CIPFA/SOLACE issued their revised governance framework – ‘Delivering Good Governance in Local Government’ in June 2007 which incorporated the requirement of an Annual Governance Statement. The Council updated its Local Code of Corporate Governance in May 2008 to reflect this guidance but little change was required due to the previous review in September 2006 against the ‘Good Governance Standard for Public Services’². The revised Code is attached for your information at Appendix A.
- 3.4 The Annual Governance Statement for 2007/08 is attached at Appendix B and has been developed based on the requirements of the regulations and the guidance received from CIPFA in late April 2008³. (Due to the late publication of this guidance the full scope will be included in the 2008/09 statement). The statement includes an

¹ CIPFA Code of Practice on Local Authority – The Statement of Reporting Practice

² This document was published in late 2004 by the Office of Public Management, CIPFA and the Joseph Rowntree Foundation

³ The CIPFA Finance Advisory Network – THE ANNUAL GOVERNANCE STATEMENT – Meeting the requirements of the Accounts and Audit Regulations 2003, *incorporating Accounts and Audit (Amendment)(England) Regulations 2006* – Rough Guide for Practitioners with effect from 2007/08

action plan (Annex 1) to ensure that we continue to improve our current robust governance arrangements.

- 3.5 The action plan attached to the 2006/07 statement (implemented during 2007/08) has been reviewed and updated during the year and the current position is attached as Appendix C to this report. Where appropriate outstanding actions (shaded grey in Appendix C) have been included in the action plan attached to the 2007/08 statement (Annex 1).
- 3.6 The Annual Governance Statement outlines that the Council has been adhering to its Local Code of Corporate Governance, continually reviewing and improving its procedures to maintain and demonstrate good corporate governance and that it has in place robust systems of internal control.
- 3.7 Assurance for the annual governance statement is provided by all areas of the Council including:
- a) Chief Executive and Leader – who sign the statement;
 - b) Senior management – Directors and Heads of Service;
 - c) Chief Financial Officer;
 - d) The Monitoring Officer;
 - e) Members – Scrutiny, Standards & Audit Committee, other Regulatory Committees;
 - f) Internal Audit ;
 - g) Partners;
 - h) External Audit; and
 - i) Other external inspection agencies.

4 PREVIOUS MINUTES

- 4.1 Cabinet 19th June 2006
Cabinet 18th June 2007

5 BACKGROUND

- 5.1 As mentioned in paragraph 3.7 above there are several areas which provide assurance for the annual governance statement.
- 5.2 Actions and operational activity are ultimately derived from the objectives of the Council. The Council's governance and risk management process should consider the risks to achieving these objectives and ensure that controls are in place to mitigate these risks. The system of internal control should help to manage and control governance and risk rather than eliminate it. The annual governance statement can only be expected to **provide reasonable and not absolute assurance** of the effectiveness of the systems of corporate governance and internal control.
- 5.3 Assurance from senior management has been evidenced during the year by a certification process undertaken half way through the year and at year end. All senior managers (Directors and Heads of Service) have signed to confirm adherence within their portfolio/service area to good corporate governance procedures and the operation of internal controls. At the year end they have signed

to re confirm this and agreement to the Annual Governance Statement, subject to the action plan included in the 2007/08 statement.

- 5.4 The Chief Financial Officer will be signing the accounts and providing assurance on the financial aspects of governance and control.
- 5.5 The Monitoring Officer has ensured throughout the year that all Council activity has been proper and legal within the requirements of his statutory governance and control responsibilities.
- 5.6 Members have provided assurance through the scrutiny process, Standards & Audit Committee and the other regulatory committees.
- 5.7 Internal audit have provided assurance by:
- a) The production of an Annual Internal Audit Report 2007/08 which contains an opinion on the systems of internal control based on the work they have undertaken;
 - b) An on-going review of corporate governance activities; and
 - c) A review of the corporate risk management arrangements.
- 5.8 The External Auditors have provided various opinions during the year within their Annual Governance Report 2006/07 (Standards & Audit Committee 11th September 2007) and their Annual Audit & Inspection Letter 2006/07 (Standards & Audit Committee 3rd April 2008). Within these they have reported that:
- Telford and Wrekin Council is an Excellent Council that is improving well.
 - The services provided to Children and Adults are strong.
 - There is strong leadership and innovation from Members and Officers to further develop service.
 - The Council has strong governance and internal control arrangements.
 - There was an unqualified opinion of the accounts and a conclusion on the vfm arrangements to say that these arrangements are adequate
 - The Best Value Performance Plan has been audited to ensure that it was prepared and published in line with legislation and guidance.
 - The assessment of data quality concluded that the Authority has good arrangements in place.
- 5.9 The External Auditor also reported the results of the Use of Resources judgement. The Use of Resources judgement includes sections on financial reporting, management and standing, internal control and value for money. The Council scored 3 or 4 (top score 4) in all eleven sub sections and maintained an overall score of 3. The Council scored the top score of 4 for 3 of the sub sections – asset management, risk management and the arrangements that promote and ensure probity and propriety. The Internal Control section retained its top score of 4. These combined and improved results indicate continued and improved sound governance arrangements and systems of internal control.
- 5.10 Other external inspectors have provided assurance and identified actions for improvement in their reports during the year.

- 5.11 The Council is awaiting the results of its Comprehensive Performance Assessment and Joint Area Review which took place in May 2008. These results may further inform the actions within the annual governance action plan.
- 5.12 A requirement of the Accounts and Audit (Amendment) (England) Regulations 2006 is for an annual review of the system of internal audit. Despite a lack of guidance the format of this was agreed with the Standards and Audit Committee and the evidence to support this was presented to members of that Committee in June 2007. The action plan was reviewed by the Committee in January 2008. There has still been no official guidance on how to undertake a review during 2007/08 and the Council's system of internal audit has not changed. The action plan has therefore been reviewed and any outstanding actions have been incorporated in the action plan in Annex 1.
- 5.13 The assurances in paragraphs 5.3 to 5.10 above provide assurance to the Leader and Chief Executive when they sign the statement.

6 OTHER CONSIDERATIONS

AREA	COMMENTS
Equal Opportunities	One of the principles in the Local Code of Corporate Governance is inclusivity.
Environmental Impact	None
Legal Implications	Accounts and Audit (Amendment) (England) Regulations 2006 and CIPFA guidance SORP 2007 and Delivering Good Governance for Local Government. Operating good corporate governance and internal control systems should demonstrate high ethical standards and minimise some forms of claims against the Council.
Links with Corporate Priorities	The Local Code of Corporate Governance should ensure improved links with the community and the delivery of appropriate corporate priorities in an open and accountable manner.
Opportunities and Risks	Reviewing the Council's corporate governance and internal control systems and identifying areas for improvement will ensure that the Council's risks have been and will be effectively managed.
Financial Implications	Good corporate governance and internal controls reduce the risk to the Council of financial loss.
Ward Implications	None.

7 BACKGROUND PAPERS

Local Code of Corporate Governance 2006 and updated May 2008

CIPFA – Delivering Good Governance in Local Government June 2007

CIPFA's Financial Advisory Network –ANNUAL GOVERNANCE STATEMENT - Meeting the Requirements of the Accounts and Audit Regulations 2003, incorporating the Accounts and Audit (Amendment) (England) Regulations 2006 – Rough Guide for Practitioners with effect from 2007/08

Annual Audit & Inspection Letter 2006/07

Annual Internal Audit Report 2007/08

Report by Jenny Marriott, Audit & Risk Manager 383101



LOCAL CODE OF GOOD GOVERNANCE

What do we mean by GOVERNANCE?

Governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and cultures and values, by which the Council is directed and controlled and through which it accounts to, engages with and leads the community.

The Council will at all times seek to comply with the six principles of good governance for local government⁴. What this means in practice is that the Council will seek to live up to Good Governance by—

Focusing on the Council's purpose of making a positive difference for citizens and service users. For example by —

- having clear aims & objectives and communicating our intended outcomes for citizens and service users;
- providing high quality services; and
- making best use of resources to deliver excellent value for money.

Effective working relationships between Members and officers. For example by

- having clearly defined roles and responsibilities;
- showing mutual respect and behaving in a professional manner; and
- having a clear and accessible interface between the Council and the public so that each knows what to expect of the other.

High Ethical standards for Members and Officers. For example by

- promoting and practising high standards of conduct and behaviour;
- holding members and officers to account for their behaviour; and
- ensuring value, fairness and trust in service delivery across the Council and to the public.

⁴ CIPFA/SOLACE – Delivering Good Governance in Local Government – Framework June 2007. The comprehensive six principles as set out in the CIPFA/SOLACE document are available on the Council's website alongside this local code.

Effective decision making. For example by

- rigorous and transparent processes;
- high quality evidence, advice and support that informs decision making and is related to community needs and aspirations;
- having effective risk management systems; and
- using our legal powers to the full benefit of our citizens and communities.

Developing the capacity and capability of Members and employees. For example by

- making sure that Council members and employees have the right skills, knowledge, experience and resources to perform their roles effectively;
- regularly developing and evaluating the capability of those with power and influence; and
- encouraging new talent with different skills and resources to join the Council.

Engaging with local people and other stakeholders to ensure accountability. For example by

- a meaningful scrutiny function which engages with local people, stakeholders and partners;
- taking an active and planned approach to dialogue with and accountability to the public to ensure effective service delivery; and
- making best use of our workforce and being proactive in meeting our responsibilities to them.



ANNUAL GOVERNANCE STATEMENT 2007/08

1. Standards of Governance

- 1.1 The Council expects all of its members, officers, partners and contractors to adhere to the highest standards of public service with particular reference to the formally adopted Codes of Conduct, Constitution, and policies of the Council as well as the applicable statutory requirements.

2. Scope of Responsibility

- 2.1 Telford & Wrekin 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 to secure continuous improvement.
- 2.2 To this end the Council has approved and adopted a local code of corporate governance which was updated during 2006 and again in 2008 to ensure that it is consistent with the principles of the CIPFA/SOLACE Framework Delivering Good Governance in Local Government. Within this code and to meet its responsibilities, the Council (members and officers) are responsible for putting in place proper arrangements for the governance of its affairs including risk management and ensuring the effective exercise of its functions.
- 2.3 The Council continues to review its arrangements against best practice and implement changes to improve the governance framework (including the system of internal control) - see paragraph 5.

3. The Purpose of the Governance Framework

- 3.1 The governance framework comprises the systems and processes, and cultures and values, by which the Council is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to:
- a) identify and prioritise the risks to the achievement of the Council's policies, aims and objectives;

- b) evaluate the likelihood of those risks being realised;
- c) evaluate the impact should they be realised; and
- d) manage them efficiently, effectively and economically.

3.2 The governance framework has been in place at the Council for the year ended 31st March 2008 and up to the date of approval of the annual report and statement of accounts.

4. The Governance Framework

4.1 The key elements of the systems and processes that comprise the authority's governance framework include:

- Vision 2026 – Transforming Telford & Wrekin: From New Town to Modern City, the Community Strategy, the Council Plan and the Best Value Performance all outline the Council's ambitions and priorities based on stakeholder feedback and these inform the business planning process with supporting plans at Portfolio, service, business and personal levels;
- The Constitution (which includes the financial regulations and contract standing orders, Information Communication & Technology information and security policies), Forward Plan and decision making processes;
- Continuous improvement through the Best Value Performance Plan and the Council's well established Performance management and data quality systems. These provides regular monitoring reports to Directors, Cabinet and Scrutiny;
- Legal Services ensure that the Council operates within existing legislation and is aware of and acts upon proposed changes to legislation;
- The democratic decision making and accountability processes contained within the Constitution;
- The Standards and Audit Committee, scrutiny function and other regulatory committees;
- The development of internal controls and checks within new systems and when existing systems are reviewed;
- The Council's People Strategy (HR) supported by rigorous recruitment processes. These are followed up by induction training (which includes information on the constitution, key policies, procedures, laws and regulations appropriate to the post and experience of the post holder) and on going training and development in line with Investors in People;
- Member and Officer Code of Conduct and the Officer/member protocol underpin the standards of behaviour expected by members and officers;
- Member development programme to ensure members are properly equipped and have the capacity to fulfil their roles;
- The Council's communication and consultation strategies ensure that the local community knows what the Council is doing, receives feedback from them including the identification of their needs for incorporation into the Council's priorities;
- The Cabinet Member for Resources is responsible for Corporate Governance and Risk Management and the key officer is the Corporate Director Resources. The corporate risk management function has integrated risk management into the service and financial planning process including the provision of appropriate awareness and training for officers and members;

- Comprehensive budget strategy and robust budget monitoring process provides sound financial management and regular reporting of financial management information;
- Internal audit review controls based on risk to provide assurance and recommendations for improvement;
- Anti-fraud and Corruption, Speak Up and Prosecution policies support the council's governance processes and anti-fraud and corruption culture;
- The Council's Partnership protocol and agreed governance and reporting arrangements for the Council's significant partnerships;
- Projects are managed within the PRINCE 2 methodology, as appropriate, which includes risk identification and management. Projects use the Corporate Risk Management methodology as appropriate for the management and reporting of their risks.

5. Review of Effectiveness

- 5.1 Telford & Wrekin Council has responsibility for conducting, at least annually, a review of the effectiveness of the governance arrangements including the system of internal control. The review of the effectiveness is informed by:-
- a) the senior managers within the authority who have responsibility for the development and maintenance of the governance environment;
 - b) the work of internal audit; and also
 - c) by comments made by the external auditors and other review agencies and inspectorates.
- 5.2 The Cabinet monitors the effectiveness of the governance framework through the consideration of regular performance, financial and risk management information reports from senior management. Individual Cabinet members receive regular feedback from the senior officers within their portfolios on the progress of objectives and the management of risks linked to their objectives. Issues of strategic and corporate importance are referred to the Cabinet.
- 5.3 During 2007/08 the co-ordination of the Council's Scrutiny function continued to be provided through the Scrutiny Management Board. The Council's Scrutiny function continues to review the decision making process and areas of concern. The subjects for the areas of concern are informed from corporate community consultation, direct feedback to members from the citizens of the Community and the results of review and inspection (both external and internal).
- 5.4 For the last four years internal audit have planned their work on the outputs from the risk management and performance management processes, CPA improvement areas, the requirements of the External Auditor, comments from senior management and their opinion of the current state of the governance arrangements and internal control system. During 2007/08 the Internal Audit team achieved 90% of their planned work (best practice is 90%) and this has been used with the relevant output from unplanned work to form their opinion on the systems of internal control.
- 5.5 Internal Audit report regularly to the Standards and Audit Committee. During the year a review of these reporting arrangements was undertaken. It was agreed that for the 2008/09 municipal year that a separate Audit Committee would be set up to further improve the effectiveness of the Audit Committee.

- 5.6 The External Auditor (KPMG) during 2007 revisited the Corporate Performance Assessment (CPA) Use of Resources for the Council based on again more challenging criteria. The Council scored 3 or 4 (top score 4) in all eleven sub sections and maintained an overall score of 3. The Council scored the top score of 4 for 3 of the sub sections – asset management, risk management and the arrangements that promote and ensure probity and propriety. The Internal Control section retained its top score of 4. These combined and improved results indicate continued and improved sound governance arrangements and systems of internal control.
- 5.7 The External Auditor also reviewed the Data Quality arrangements and concluded that they were good.
- 5.8 This Use of Resources assessment and data quality review contributed to the Council being judged as 4 stars (excellent) by the Comprehensive Performance Assessment process.
- 5.9 As mentioned in paragraph 2.2, the Council has revised again the local code of Good Governance to ensure that it reflects good practice. There is now some work outstanding to raise renewed awareness of the revised code across the Council. This is included in the action plan in Annex 1.
- 5.10 In addition to reviewing the code, during the year the Council has continued to review and put into place improved policies, management processes and reporting arrangements to enable it to satisfy itself that its approach to corporate governance is both adequate and effective in practice and that sound systems of internal control are operating. However there are still areas where improvements can be made and actions to address. The annual review by Internal Audit of the key systems, corporate governance and risk management arrangements have reported that at the time of the reviews the internal control systems were operating subject to minor recommendations identified. Appropriate corporate actions are included in the action plan attached to this statement (Annex 1).
- 5.11 All Directors and Heads of Service have signed two assurance statements (half year and year end) confirming that governance framework has been operating within their areas of responsibility, subject to the actions outlined in Annex 1.
- 5.12 As the system of internal audit has not changed and we are still waiting for guidance on how to undertake a review of the effectiveness of the system of internal audit the Council has updated the review from 2007. The action plan from this review has been reviewed and updated. The outstanding improvement actions are included in the action plan to this statement. A full review will be undertaken in 2008/09 when guidance has been provided (this is currently being worked on by CIPFA).
- 5.13 In addition to the CPA assessment, the Council has again received a very positive Annual Audit & Inspection letter from the Audit Commission which included that:
- Telford and Wrekin Council is an Excellent Council that is improving well.
 - The services provided to Children and Adults are strong.
 - There is strong leadership and innovation from Members and Officers to further develop service.

- The Council has strong governance and internal control arrangements.
- There was an unqualified opinion of the accounts and a conclusion on the vfm arrangements to say that these arrangements are adequate
- The Best Value Performance Plan has been audited.
- The assessment of data quality concluded that the Authority has good arrangements in place.

5.14 We have been advised on the implications of the review of the effectiveness of the governance framework by the Cabinet, Standards & Audit Committee, Scrutiny, senior managers, Internal Audit and external review, and plan to address weaknesses and ensure continuous improvement of the framework as outlined in the action plan attached as Annex 1.

5.15 The action plan will be monitored and reviewed during the year by the Audit Committee.

Leader of the Council.....

Chief Executive.....

Date.....

ACTION PLAN FOR 2007/08 ANNUAL GOVERNANCE STATEMENT
(for implementation 2008/09)

No.	ACTION	Resp.	Date	Additional Comments
1.	Develop and implement a communication and awareness plan for the revised Code and roles and responsibilities in respect to corporate governance once agreed by Council 26 th June 2008.	Audit & Risk Manager	30/09/08	Leaflet to be developed as part of this and further enhancements to the intranet page.
2.	Corporate Business Continuity plan – a) review; and b) test.	CD ACC and Head of P&P	31/03/09	Testing of the corporate BCP has slipped due to the absence of a dedicated resource to lead this work, sickness absence of the responsible business manager and consequent delays in appointing a time limited project officer. The project officer will take up their post in Summer 08. A new British Standard has been introduced since the corporate BCP was approved in March 2007 and therefore a review and update of the plan has been commissioned through an external consultant.
3.	Revised ICT business continuity plan to be produced during 2008/09	Head of ICT	31/03/09	This is work that is continuing to completion in 2008/09.
4.	Ensure that ICT infrastructure projects supports the corporate & service continuity plans	Head of ICT	31/03/09	Implementation of the ICT infrastructure is currently being planned. This will provided improved business continuity arrangements for servers in scope. Plans will need to be developed for servers not in scope.

ANNEX 1 (continued)

No.	ACTION	Resp.	Original Date	Comments as at 31/03/08 & revised date
5.	Catering - Implement the outstanding areas from the internal audit review and on-going system/processes update.	Head of BSF, Resources & Regeneration	31/08/08	There are still some issues with the new computer system. Internal Audit is continuing to work with catering to improve the systems and controls.
6.	Develop and agree a corporate procedure for the appointment, induction and control of consultants.	Head of HR	31/07/08	Agency contract implemented but still further work required on corporate procedures.
7.	Develop a specific confidential reporting statement for contractors	Audit & Risk Manager	31/07/08	Speak Up policy updated again March 2008 therefore contractor statement delayed.
8.	Ensure robust evidence for CPA Use of Resources 2008 (2007/08)	CD Resources; Head of Finance; Head of PPP; Audit & Risk Manager	30/09/08	Action plan from 2007 feedback report being worked on along with evidence for 2008 requirements.
9.	Continue the implementation of the actions from the review of the effectiveness of the system of internal audit 2007 and undertake a full review when guidance received for 2008/09.	Audit & Risk Manager	31/10/08 31/03/09	Reviewed January 2008 and outstanding actions included in 2008/9 action plan. Guidance awaited for 2008/09 review.
10.	Review and agree revised scrutiny arrangements and provide appropriate additional training when appropriate.	Head of Audit & Democracy	31/12/08	To be presented to Council in November 2008

ANNEX 1 (continued)

No.	ACTION	Resp.	Original Date	Comments as at 31/03/08 & revised date
11.	a) Review the results of the Ethics, Standards and Conduct Survey undertaken in March 2008 and develop an action plan b) implement actions as per the action plan.	Audit & Risk Manager	31/07/08 31/03/09	This survey was undertaken in March 2008 based on an IDEA/ Audit Commission toolkit to assess levels of awareness and understanding of members and officers down to business level in these areas.
12.	Implement any governance recommendations from the 4 external inspections: a) CPA b) JAR c) Enhanced Youth Inspection d) Youth Offending Service	Chief Exec & CD C&YP	31/03/09	Final reports to be received by the Council over the next 3 – 4 months. Action plans will then be developed.

**ASSURANCE ACTION PLAN 2007/08 (from 2006/07 Assurance Statement)
Position at 31st March 2008**

No.	ACTION	Resp.	Original Date	Comments as at 31/03/08 & revised date
1.	Develop a communication plan and awareness for the revised Code and roles and responsibilities in respect to corporate governance.	Audit & Risk Manager/ Monitoring Officer	31/10/07	Communication Plan and awareness to be developed & implemented as revised code to be agreed by Council 26 th June 2008. This was delayed due to the re-prioritisation of tasks due to vacant posts.
2.	Corporate Business Continuity plan – c) review; and d) test.	CD ACC and Head of H&CS	31/12/07 31/03/08	Testing of the corporate BCP has slipped due to the absence of a dedicated resource to lead this work, sickness absence of the responsible business manager and consequent delays in appointing a time limited project officer. The project officer will take up their post in Summer 08. A new British Standard has been introduced since the corporate BCP was approved in March 2007 and therefore a review and update of the plan has been commissioned via an external consultant.
3.	Service and business level business continuity plans in place, tested and reviewed.	All HOS	31/07/07 31/03/08	Incorporated in business plans for 2008/09. Revised ICT business continuity plan to be produced for 2008/09
4.	Ensure that ICT infrastructure projects supports the corporate & service continuity plans	Head of ICT	31/03/08	Implementation of the ICT infrastructure is currently being planned. This will provided improved business continuity arrangements for servers in scope. Plans will need to be developed for servers not in scope.

No.	ACTION	Resp.	Original Date	Comments as at 31/03/08 & revised date
5.	The Information Governance Framework is being reviewed and supporting policies developed. These include Acceptable Use Policies for officers and members, Information Security Policy (together with the induction leaflet to reflect changes) and policies around roles and responsibilities in Information Management. E-Business is working closely with the Policy Unit on the production of a Data Quality Policy/Strategy which will support the delivery of the Customer Service Strategy and ensure the integrity of key performance data.	CD CS	31/07/07	Complete
6.	Catering - Implement the outstanding areas from the internal audit review and on-going system/processes update.	Head of Resources & Regeneration	31/10/07	There are still some issues with the new computer system. Concerns exist around the reconciliations between the computer systems and the accounting records. Internal Audit is continuing to work with catering to improve the systems and controls.
7.	Update induction information to ensure that it is consistent and ensure the use of the Senior Management Induction Checklist.	Head of HR	31/10/07	New intranet up and running, information being kept up to date.
8.	Develop and agree a corporate procedure for the appointment, induction and control of consultants.	Head of HR	31/10/07	Agency contract implemented but still further work required on corporate procedures.
9.	Remove the delegations in the 100g(2) to the Head HR for decisions in respect to salary reviews and changes	Monitoring Officer	Council 28/06/07	Complete

	for the Chief Executive, Directors and Heads of Service (Cabinet decision).			
No.	ACTION	Resp.	Original Date	Comments as at 31/03/08 & revised date
10.	Develop a specific confidential reporting statement for contractors	Audit & Risk Manager	30/09/07	Speak Up policy updated again March 2008 therefore contractor statement delayed to 31/07/08
11.	Implement findings of Business Transformation governance review	CD CS	30/09/07	Complete
12.	Ensure robust evidence for CPA Use of Resources 2007 (2006/07) and 2008 (2007/08)	CD Resources; head of Finance & Head of PPP	30/09/07 31/03/08	Formal feedback confirmed score of 3. Action plan from report being worked on along with evidence for 2008 requirements.
13.	Implement actions from the review of the effectiveness of the system of internal audit	Head of Audit & Scrutiny	31/12/07	Reviewed January 2008 and outstanding actions included in current action plan
14.	Address any governance issues arising from the 2007 employee survey	CD Resources	31/03/08	No specific governance issues identified that needed to be addressed
15.	Address any governance issues arising from the IIP re-accreditation	CD Resources	31/03/08	No specific governance issues identified that needed to be addressed
16.	Implement any changes arising from the CIPFA/Solace revised guidance for Local Authorities on Corporate Governance due to be published in June 2007	CD Resources	31/03/08	Updated Local Code of Good Governance agreed by Cabinet 12 th May 2008 and to be adopted by the Council on 26 th June 2008.