



## AUDIT COMMITTEE

### Public

**Date of Meeting:** 27<sup>th</sup> September 2007

**Title:** Action Plans – Statement on Internal Control and Code of Corporate Governance

**Report of:** Director of Corporate Services

**Report reference:** CORP 48/07

### Summary:

This report appraises Members of

- Progress made on the above Action Plans.

### Recommendations:

Members are requested to note the attached Action Plans and the current position relating to each of the areas that have been identified. Issues arising from these Action Plans will be fed into the Council's overall Improvement Plan.

**Contact Officer:** Ian Beckett, Head of Audit Services

**Ext 7292**

## **ACTION PLANS – STATEMENT ON INTERNAL CONTROL AND CODE OF CORPORATE GOVERNANCE**

### **1 - Statement on Internal Control - Background and Legislation**

1.1 Regulation 4 of the Accounts and Audit Regulations (2003) requires the Authority to conduct a review, at least once a year, of the effectiveness of its system of internal control and to publish a Statement on Internal Control (SIC) each year with its financial statements.

1.2 The purpose of the SIC process is to provide a continuous review of the effectiveness of the Authority's internal control and risk management systems, so as to give assurance on their effectiveness and/or produce a management action plan to address identified weaknesses in either process. The process of preparing the SIC is intended to add value to the corporate governance and internal control framework of an organisation.

1.3 The SIC for 2006/07 was presented to Members at the meeting of this Committee on 22<sup>nd</sup> June 2007 (Report CORP29/07 refers), and the Action Plan was updated as required.

1.4 On a quarterly basis, the Deputy Directors are contacted, and asked to up-date the relevant Section/s of the Action Plan. The Action Plan is then amended and any changes are highlighted for ease of reference.

1.5 The up-dated Action Plan is attached to this report at **Appendix A**.

### **2 - Code of Corporate Governance – Background**

2.1 The term "Corporate Governance" came into common use in the United Kingdom following the publication of the Cadbury report in 1992 – since then it has been widely used in both private and public services.

2.2 Corporate Governance has been defined as *"the system by which organisations are directed and controlled"*.

2.3 In accordance with CPFA/SOLACE guidance entitled "Framework for Corporate Governance in Local Government", the Authority is required to review its existing corporate governance arrangements against the framework and to prepare and adopt a local Code of Corporate Governance (COCG).

2.4 This review has been undertaken, and a number of areas have been identified, where it is considered that appropriate action is required to ensure that the Authority's arrangements in this respect are satisfactory.

2.5 On a quarterly basis, the Deputy Directors are contacted, and asked to up-date the relevant Section/s of the Action Plan. The Action Plan is then amended and any amendments are highlighted for ease of reference.

2.6 The up-dated Action Plan is attached at **Appendix B**.

### 3 Future merger of SIC and COCG

3.1 For 2007/08, the SIC and the COCG will be replaced by/combined into a single "Good Governance Framework" statement. The CIPFA Better Governance Forum and the Financial Advisory Network have planned a series of interactive workshops relating to the production of the Framework. The Head of Audit Services will attend the first of these workshops, to be held in York on 22<sup>nd</sup> October. Following this, a working group will be convened, comprising the Deputy Directors, to co-ordinate the production of the required Framework.

### 4 - Recommendation

Members are requested to note the attached Action Plans and the current position relating to each of the areas that have been identified. Issues arising from these Action Plans will be fed into the Council's overall Improvement Plan.

Director of Corporate Services  
September 2007

**Statement on Internal Control - Action Plan 14 Sept 2007**

**Ap**

Ref	Action	Priority	Risk	Owner	Deadline	Progress To Date
1	Formal approval of a "Code of Corporate Governance" is in course of development - its production is being co-ordinated by the Senior Management Team. .	High	High	Corp	2007/08	The Code of Corporate Governance and statement of its principles will be included in due course, as part of the preamble to the Financial Procedure Rules. The CIPFA Working Group on Good Governance has <b>issued</b> the document entitled "Good Governance in Local Government", which is intended to update the governance framework. The "Corporate Governance in Local Government: A Keystone for Community Governance" (2007/08), the SIC and the COCG will be replaced by/combined into a single "Good Governance Framework".

2	Further analysis and management of Corporate and Business Risk	High	High	PPP	Ongoing	Service Heads are responsible for ensuring that, on a regular basis, Operational Risk Registers are up to date but this action is not being taken in the current case.
3	Job Descriptions are to be updated for all staff in each Directorate, in preparation for Job Evaluation.	High	High	PPP	Ongoing	Ongoing - Directors are responsible for ensuring that Job Descriptions are accurate and up to date - to be addressed as part of the 2007 appraisal process.

4	Ensure that adequate training and support are available for the new Audit Committee	High	High	LDS and Corp	Ongoing	The Audit Committee was set up on 2 2006. The Audit Committee is now fu functioning and training needs are rev an ongoing basis.
5	Ensure that the Corporate Procurement Policy is delivering the expected outcomes.	High	High	Corp	ongoing	The responsibility for procurement ha: transferred to the Corporate Services Directorate. A report was presented t Corporate Resources Overview and Sc Committee and to the Executive in Jai 2007 seeking approval to "Shared Se Procurement" with other Cumbrian Pu Bodies. <b>Since the outcome of the l Government Re-organisation issu determined (i.e. no Unitary for Cu discussions have been re-commer with the purpose of exploring sha services opportunities.</b>

6	Development and procedural documentation of the Financial Information System and of the business critical systems as required by the Audit Commission will be co-ordinated by Corporate Services.	High	High	Corp	Ongoing (2007/08)	Information relating to Business Critical Systems has been collated by Audit S
---	---	------	------	------	-------------------	--

7	S11 recommendation - the Council should improve its financial management arrangements and systems of internal controls, in order that it is able to prepare financial statements which are free from material error and demonstrate proper stewardship of public money.	High	High	Corp	Ongoing	An Improvement Plan has been produced. This tackles the issues raised, and has been presented to, and will be monitored by the Audit Committee.
---	---	------	------	------	---------	---



8	The former DSO system, Contractor Plus, is difficult to integrate to the main accounting system. Now that the Final Accounts closedown process is significantly shorter, - 30th June - there is a significant risk that closedown will not be achieved on time due to problems in reconciling the two systems	High	High	Corp/Comm	2007/08	Discussions are taking place between Directorates as a matter of priority to that these systems and processes are efficient on the current system. A bu been approved to replace the Contrac system. A procurement process for a replacement system is currently unde
---	---	------	------	-----------	---------	---

Code of Corporate Governance - Action Plan 14th September 2007						Appendix B	
Ref	Action	Priority	Risk	Owner	Deadline	Progress To Date	Movement
	<b>Service Standards</b>						
1	To establish a review of Service Standards, by the involvement of the local community.	High	High	Comm Serv	Jun-09	Does not only include reference to minority groups. The Council has achieved Level 1 of the Commission for Racial Equality Standard & has draft equalities policy in place. The review of service standards is ongoing and will be part of the new service plans for 07/08. The delivery of Streetscene services is constantly reviewed in response to community feedback and opportunities for joined-up working with other agencies i.e CHA, Police are being developed.	Service Standards informed by consultation with local people; to be developed further 2007
2	To complete mapping all our Services across the 6 Districts and other bodies to identify areas to partner.	High	Medium	PPP	Ongoing	Shared services being developed through ACE. There is now a Policy in place for shared services which has been agreed by Council	Funding has been approved for ACE 2007-2010. The Business Case for shared ICT services will soon go to Members for consideration

3	<p>The "Renaissance of Carlisle" master plan will identify strategic transformational opportunities and services to be delivered with other agencies. This will focus on revitalising the City Centre, improved infrastructure and transport, business support, reducing worklessness and improving workforce skills. A high level Programme Management Group has been formed including membership drawn from from key agencies to support, guide and monitor this process.</p>	High	Medium	Ren	Ongoing	<p>A report was presented to the Executive at their meeting on 19th March 2007 where it was agreed to make a submission of an outline funding application to the NWDA in furtherance of the objectives of Carlisle Renaissance. The report also included discussions which had taken place with the NWDA regarding additional staff and resources to support the implementation of the Development Framework and Movement Strategy and the establishment of a special purpose vehicle to deliver economic interventions and act as a catalyst for the revival of local economies. The NWDA has awarded £389k of pre-approved funding, primarily for 2007/08 development costs but also covering costs for an additional Development Manager for 2007 to 2010. The Economic Strategy is currently nearing completion with a Final Report to be circulated in October 2007. Progress will be monitored through ther Corporate Resources Overview and Scrutiny Committee</p>	<p>Progress Report to CROS and Executive in January 2008</p>
	Performance Management						

4	To strengthen links between performance and financial management.	High	High	Corp Serv and PPP	2007/08	The 2006/07 Use of Resources Judgement suggested that a set of local performance measures, in relation to assets, needed to be developed urgently. It also suggested that whilst the Council is relatively high spending, high performance is not demonstrated across all Council services.	<b>Further improvements</b> are being developed, however decision making in addressing poor performance/high cost needs further consideration. <b>The April to July 2007 monitoring reports provided links between performance and financial management</b> .
---	---	------	------	-------------------	---------	---	--

5	To ensure that procurement of new Business System for Employment and Reward reflects needs for better management information.	High	Medium	PPP	2007/08	The new system (Trent) is now installed, although it will still be several months before the potential capacity of the new system to deliver enhanced management information is fully realised.	New system went live 1st April, although work continues on several modules, including that which will supply better management information.
<b>"Internal Requirements"</b>							
6	To ensure that the budget setting process becomes more priority driven.	High	High	Corp Serv	Ongoing	This is an ongoing process and is achieved through the annual budget process, by directing resources to the Council's priorities. Work has commenced to set out budgets in line with priorities. <b>The Corporate Plan 2007-2010 has been revised to include financial information regarding the priorities.</b>	Progressing well - <b>work continues to provide more detailed analysis.</b>
7	To review outsourcing as part of our Efficiency Review.	Medium	High	PPP	2007/08	This is part of the "shared services" agenda picked up through ACE. There should not be a presumption to outsource. Progress on Improvement Reviews is dependent on the outcome of the "Unitary Debate" in Cumbria.	Ongoing - depending on "Unitary" outcome.

8	The strategic direction is set by Council, Implemented by the Executive and progress monitored by Overview and Scrutiny and the Council .	High	High	PPP	2007/08	The performance management framework will better enable monitoring of progress against key priorities. The BVPP will set the strategic agenda for 2006/07. Sustainable Community Strategy for Carlisle to be produced through LSP and will inform Council's own Corporate plan to be published next year.	Corporate Plan and Community Plan under development to be in place April and June 07
	<b>Risk Management and Internal Control</b>						
9	To implement fully the SIC process and clarify the role of Risk Management Group in process.	High	Medium	Corp Serv	Ongoing	The SIC Action Plan is reported to Members on a quarterly basis.	Progressing well
10	To include in the annual report a summary of strategic risks and how we are managing them.	Medium	Medium	PPP	Ongoing	This will be included in the Best Value Performance Plan (BVPP). Done for 2005/06 in the BVPP 2006/07. Council's web pages updated so information more transparent and accessible.	Ongoing
	<b>External Relationships</b>						

11	To progress Neighbourhood Forum. To progress Democratic Engagement and Supporting People BV Review Action Plans. To improve Overview and Scrutiny Contribution. Focused work with minority groups needed.	Medium	Medium	Comm Serv PPP	Ongoing	Joint Neighbourhood Forums have been started this Municipal Year. The Director of Community Services has reviewed this area - he has written to all Business Unit Heads asking for feedback on progress. The review is currently on hold pending further discussions with the County and determining the most effective methods of addressing the challenges set out in the Government White Paper for community engagement. A service review for community support has also commenced which will have some impact on this specific area.	Implications of White Paper to be assessed
12	To develop clear communications strategy post City-Vision mid-term review. To develop Partnership framework.	High	High	Chief Exec and PPP	Ongoing	Carlisle LSP is underway. Executive and priority groups formed to oversee community planning process. LSP Manager appointed. Funding secured from Neighbourhood Renewal Unit to support its development in these early stages.	Still in formative stages; Community Plan underway; LAA agreed.
13	To clarify 'joint projects' with LSP to clarify respective lead responsibilities.	High	High	Chief Exec	Ongoing	This will follow the establishment of the LSP. The "joint" projects can only be developed once the LSP Executive and full partnership begin to meet and work together on the key priorities which will be part of the Carlisle Community Plan	Formative stages