

**APPENDIX 1**

<b>USE OF RESOURCES 2008 ACTION PLAN</b>				
<b>THEME 1 – FINANCIAL REPORTING</b>				
<b>Opportunity for Improvement</b>	<b>Commentary</b>	<b>Management Action</b>	<b>Who</b>	<b>When</b>
1.1 The Council must maintain improvement in the production of accounts and supporting working papers	The external auditor's Use of Resources assessment 2008 noted that the Council produced good working papers and that the accounts were of a high quality with few errors.	The Head of Financial Services will continue to lead improvements and seek best practice through regional and national groups.	Head of Financial Services	Ongoing

<b>THEME 2 – FINANCIAL MANAGEMENT</b>				
<b>Opportunity for Improvement</b>	<b>Commentary</b>	<b>Management Action</b>	<b>Who</b>	<b>When</b>
2.1 The good practice associated with the MTFMS needs to continue.	The Council already has a well regarded MTFMS.	The MTFMS was revised to include significant improvements for January 2009. In 2009 it will be developed to become a joint document for the Council and PCT. This will include revenue consequences of major projects.	Head of Financial Services	July 2009
2.2 Financial training to continue to improve.	A marked improvement was noted by the Audit Commission.	Content of the three level programme to be reviewed and key staff identified for training. The previous year's attendees will be reviewed to see if refresher training needed.	Head of Financial Services	May 2009
2.3 Improvements in options appraisals	The report noted a more thorough and robust	All key projects must have an option appraisal that identifies key risks and	Heads of Service	Ongoing.

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<p>should be maintained.</p>	<p>approach to option appraisal is now in place.</p> <p>The new Financial Procedure Rules and Contract Procedure rules clearly set out the requirement for a full options appraisal on all projects likely to cost more than £140,000 in total that includes a full financial appraisal of each option.</p>	<p>costs. Alternative options must be included in the formal report template.</p>		
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<p><b>THEME 3 – FINANCIAL STANDING</b></p>				
<p><b>Opportunity for Improvement</b></p>	<p><b>Commentary</b></p>	<p><b>Management Action</b></p>	<p><b>Who</b></p>	<p><b>When</b></p>
<p>3.1 The management of debt monitoring needs to continue to improve.</p>	<p>Since early 2008 better quality debt analysis is now being produced. Old irrecoverable debts are being written off and new debts are being managed more proactively as the likelihood of recovery decreases with age.</p>	<p>Ensure debt management strategies and monitoring arrangements are part of the planned services improvements in Benefits &amp; Exchequer Services in 2009. Consolidated write off information to be produced.</p>	<p>Head of Benefit &amp; Exchequer Services</p>	<p>April 2009</p>
<p>3.2 Continue to carefully monitor reserves and ensure they stay within the boundaries set by the MTFMS.</p>	<p>The Council already has clarity about the level of reserves. Routine budget monitoring includes anticipated year end reserve position.</p>	<p>Ensure reserves are "tested" for continuing requirements. This is relevant given the age of some specific reserves.</p>	<p>Head of Financial Services</p>	<p>Ongoing</p>

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<b>THEME 4 – INTERNAL CONTROL</b>				
<b>Opportunity for Improvement</b>	<b>Commentary</b>	<b>Management Action</b>	<b>Who</b>	<b>When</b>
4.1 Specific terms of reference for the Member Champion in relation to risk management should be drawn up.	Nothing further to add; risk management falls within the remit of the Cabinet Member (Resources).	Ensure that specific terms of reference for the member Champion for Risk Management (Cabinet Member (Resources)) are drawn up. These to be in place to support the new constitution.	Risk & Insurance Manager	April 2009
4.2 Ensure risk registers contain all significant risks.	Directors are required to review their directorate risk registers on a monthly basis to ensure that information flows in both directions.	All Directors to ensure that their Directorate risk register is regularly reviewed and is in line with the corporate risk register.	Risk & Insurance Manager	Ongoing
4.3 Minutes to reflect discussions on risk.	Where discussed reference is made.	Minutes to be checked to ensure accurate reporting of discussions around risks.	Democratic Services Manager	Ongoing
4.4 To embed the Business Continuity Plan in Council culture.	Work is in progress to update business continuity plans ready for testing in 2009/10.	Business Continuity assessments being co-ordinated by Emergency Planning section.	Deputy Chief Executive.	April 2009
4.5 Policies to ensure good conduct is part of Council culture.	The report noted the changes made in 2007/08 are "good".	Monitoring officer to continue to inform staff of their responsibilities.	Assistant Chief Executive (Legal & Democratic).	Ongoing

<b>THEME 5 – VALUE FOR MONEY</b>				
<b>Opportunity for Improvement</b>	<b>Commentary</b>	<b>Management Action</b>	<b>Who</b>	<b>When</b>

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5.1	Develop processes to ensure value for Money can be demonstrated and that stretching targets are in place.	In 2008 the Council participated in the Society of County Treasurers Value for Money exercise. This gave a better understanding of the performance of key services. The additional investment in services since 2007/08 is now being assessed for its impact on user satisfaction when the place survey data is available.	Directors continue to assess service improvements. These are reported as part of the Integrated Performance Report.	Directors	Ongoing
5.2	the development of use of target setting and benchmarking to support a consistent approach to measuring and reporting Value for Money.	Evidence of some progress in 2007/08 but further improvements can be made through greater awareness and a consistent approach across directorates.	Director of Resources is to put in place appropriate training and develop a consistent strategy to securing Value for Money. This will require external facilitation. Discussions have commenced and a member development programme will be held.	Director of Resources	May 2009