

ITEM 11
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Draft Use of Resources – IMPROVEMENT PLAN

KLOE Ref No	KLOE Question	Area for Improvement	Lead Officers	Actions for Improvement	Target Dates	Progress
1.1	The Council produces annual accounts in accordance with relevant standards and timetables, supported by comprehensive working papers.	The authority should continue to develop a robust internal quality review procedure, supported by comprehensive working papers to support all items of account.	CN/SB	Consistent approach to working papers, quality checking procedure and reference to audit commission requirements. Independent person to quality check typing, references and links New files to reflect SORP changes	30/7/07	
1.2	The Council promotes external accountability.	The key area to develop is around consulting with stakeholders on the need for and format of summary accounts or an annual report, designed to be understandable and informative to members of the public and available in a wide variety of formats in order to meet local user needs.	CN/SB	Summary accounts to be reviewed, consideration of an annual report – use of parishes and customer first group to gain views	30/8/07	
2.1	The Council's medium-term financial strategy (MTFS), budgets and capital programme are soundly based and designed to deliver its strategic priorities.	The MTFS and Corporate Plan need to be further developed and provide clarity on the links to other key strategies and plans such as HR, workforce development, IT and stakeholder priorities.	SB	Draft integrated document 75% complete. To be completed and reviewed/consulted through member/officer groups. New budget strategy approved linked to	31/7/07	

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				Corporate objectives and achievement Final document to be communicated to all		
2.2	The Council manages performance against budgets	<p>There are still some areas for further improvement and hopefully the new financial system should help develop predictive budgets with clearer sensitivity, option and risk analysis.</p> <p>The Council also needs to further develop its financial monitoring of the performance of partnerships, linked to outputs, and the results should be shared with partners and acted upon.</p> <p>Specifically the Council needs to consider improving its capacity for dealing with grant funding to ensure that robust procedures and controls are in place to be able to take advantage of grant funding as</p>	<p>CN/ST</p> <p>SB/CN/MT</p>	<p>New system allows real time access for managers with customised reports. This will give more accurate timely information. Full training to be given to include importance of accurate accrual information</p> <p>Link to Corporate Plan objectives</p> <p>CDRP – financial reports are made as a standing item to both the management group and the steering group, along with reports from the theme groups with responsibilities for specific targets. Trends overall in crime are monitored continuously and reported to both groups.</p> <p>Neighbourhood</p>	<p>30/5/07</p> <p>30/6/07</p> <p>30/6/07 onwards</p> <p>July 07</p>	

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		it becomes available.		<p>Management – this partnership is still in development and the Board recently formed. As with the CDRP financial reports will be made as a standing item to the Board, along with reports from projects that have been grant funded. The manager will report at each meeting on progress against the overall objectives of the programme. Progress will be reported to the community and partners through a newsletter being put together by the teams community engagement officer. The manager of the partnership resigned in April 2007 and as with the late start to the programme will mean delay in implementation.</p> <p>The Council does not currently have capacity to address, in advance all the</p>		

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				<p>external funding that could be available to it. There are no plans in place to address this due to lack of resources within regeneration and other departments. Capacity is currently being taken out of regeneration in order to bolster housing services where statutory services are not being delivered. This will further impact on the ability to address this issue.</p> <p>Generally, there is a need to have a dedicated officer to work with Regeneration on external funding process and procedures and accounting but there are no plans to establish this.</p> <p>The West Cumbria Regeneration Delivery Team will provide some additional capacity. A manager has been recruited by West Lakes Renaissance</p>		

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		There is a training programme in financial matters in place for members and officers	SB/CN	and the core team from Workington Regen. TUPE'd to WLR. Development of the partnership to its full potential still underway between CBC, ABC. CCC and WLR. Included in member training programme. Monthly management meetings provide forum for updates/refreshers. Annual financial regulations training in place	1/4/07 onwards	Deleted: ??? Deleted: Training programme on SSCF block attended by ASM. Principles to be rolled out Closer working with project managers to link performance against floor targets with financial spend Report to Exec to gain strategy on corporate approach to accountable body status
2.3	The Council manages its asset base.	Performance measures and benchmarking should be used to describe and evaluate how the Council's asset base contributes to the achievement of corporate and service objectives, including improvement priorities.	CL	PI's included in the approved Asset management Plan and measured and reviewed annually. Make start beginning of May 2007. Seek critical input from Regeneration – if not obtained proceed without as input to date minimal.	Annually 31 07 2007 is annual deadline set – needs to go to exec and osc within timescale	Deleted: Deleted: palce Deleted: dor Deleted: officers Formatted: Font color: Auto Formatted: Font color: Auto Deleted: Annually
3.1	The Council manages its spending within the available resources.	The effectiveness of actions, costs and the opportunity cost of slow income collection / debt recovery is	JS/SB	Review current process, and evaluate outcomes. New processes to be	31/12/07	

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		not evaluated within current monitoring arrangements. Monitoring information should be available that evaluates the effectiveness of recovery actions, associated costs, and the cost of not recovering debt promptly.		considered		
4.1	The Council manages its significant business risks.	The Council needs to ensure that the development of and commitment to good risk management continues through continued training and regular reporting.	SB/HM	Training to be provided for new members and OSC management committee. Refresher training for management group Quarterly reports to Corporate team(via COVALENT) and updates to OSC management committee Review Risk Strategy	31/6/07 30/10/07 30/5/07 on wards 30/8/07	
4.2	The Council has arrangements in place to maintain a sound system of internal control.	A comprehensive business continuity plan for the Council needs to be produced.	MJ/AS/Corporate Team	Set up a Business Continuity Working Group Update current Business Continuity Plan Individual members of Corporate Team to provide supplementary material to detail service specific Business Continuity Plans	June 2007 August 2007 October	

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				for their areas	2007	
4.3	The Council has arrangements in place that are designed to promote and ensure probity and propriety in the conduct of its business.	The Council needs to demonstrate a more proactive counter fraud and corruption culture by using a formal ethical governance framework and risk assessment. The Council needs to ensure that the Confidential Reporting Code is widely promoted and to include those contracting with the Council.	MJ	Ethical Governance Framework was presented to the Standards Committee on 16/2/07, with a recommendation that further action be carried out to assess the Council's current position and to devise an action plan to develop ethical governance within the Council.. This would involve a workshop for members of Standards Committee, leading Members and senior Officers.	September 2007	Deleted: ??? Deleted: ?? Deleted: MJ Deleted: /MR??? Formatted: Font: 11 pt Deleted: ?? Deleted: Ethical Governance Framework was presented to the Standards Committee on 16/2/07, with a recommendation that further action be carried out to assess the Council's current position and to devise an action plan to develop ethical governance within the Council.
5.1	The Council currently achieves good value for money.	Improvements in comparative performance, generating a faster rate of improvement overall and targeted improvement in areas of under-performance.	HM/Corporate Team	Use PI results at 31/3/07 to focus attention on areas needing further work. Service Plans should include this as objective for 2007/8	31/3/08 and quarterly progress checks	Formatted: Font: 11 pt, Font color: Auto Deleted: ????? Deleted: ????
5.2	The Council manages and improves value for money.	Develop clearer information to evaluate the quality and accessibility of services Evaluation of the impact on users	HM/Corporate team	Equality Impact Assessments and subsequent improvement plans will provide some of this. Priority services	31/3/08	Deleted: ???

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		within business plans and option appraisals for spending decisions.		should complete EIAs during 2007/8		