

ANALYSIS OF THE ISSUES RAISED IN THE AUDIT COMMISSION'S ANNUAL AUDIT & INSPECTION

Guide to the analysis tables

This analysis has been divided into separate sections for:-

- Corporate and Financial Management Issues
- Individual Service Performance

Key to Status Column in Table

- Progress on the actions that were needed to deliver improvements to the Issues / areas of weakness already identified by the Direction of Travel report that require ongoing work / monitoring or review
- New** Issues / areas of weakness that have been recently identified by the annual Letter report that require action / monitoring or review

CORPORATE & FINANCIAL MANAGEMENT

No.	Status	Issue	Lead Executive Member	Proposed Monitoring Body
1.	B	<p>Organisational Futures / Strategic Partnership</p> <p>In making the final decision on awarding an SSP contract, the Council have to consider the following risk issues:</p> <ul style="list-style-type: none"> • Is the SSP affordable to the Council and if it exceeds budgetary provision how will this be met? • If Council or statutory requirements change is sufficient flexibility built into the contract to respond to this and if such changes have cost implications how will these be met? • Is scope for strategic developments contained within the contractual terms and conditions, including price, or will the Council's strategic approach be constrained? • Is there sufficient technical development built into the standard 	Leader / Cabinet Member for Resources	Leaders & Resources Scrutiny Panels & Cross Party Working Group

No.	Status	Issue	Lead Executive Member	Proposed Monitoring Body
		bid and, should extra elements be required above those, how will these be afforded?		
2.	B	<p>Internal Audit & Control</p> <ul style="list-style-type: none"> • Ensure that relevant councillors are adequately trained in risk management and receive sufficient information to judge whether corporate business risks are being actively managed. • Complete the implementation of the action plan to ensure that Internal Audit meet the CIPFA code of practice standards. • Put in place a corporate IT business continuity plan, and processes to ensure it is reviewed and tested regularly. • Ensure that the code of conduct for staff and the anti-fraud and corruption policy are given a high profile, communicated throughout the organisation and regularly refreshed. 	The responsibility for the Code of Corporate Governance lies with the Standards & Governance Committee and leadership lies with S&G in liaison with the S151 and Monitoring Officer	Audit / Standards and Governance Committee / Resources Scrutiny Panel
3.	B	<p>Financial Management</p> <ul style="list-style-type: none"> • Reporting financial and non financial information alongside budget updates, to inform budget monitoring. • Ensuring the property management database is consistent with other asset records and is maintained up to date. • Ensuring that there is consistent and robust governance of significant partnerships that involve joint financial commitments. 	Leader / Cabinet Member for Resources/ In addition the responsibility for the Code of Corporate Governance lies with the Standards & Governance Committee and leadership lies with S&G in liaison with the S151 and Monitoring Officer	Leaders and Resources Scrutiny Panel and Audit / Standards and Governance Committee
4.	A	<p>Value For Money</p> <ul style="list-style-type: none"> • The Council now needs to demonstrate the outcomes from the VFM processes that it has strengthened, and the impact of 	Leader / Cabinet Member for Resources	Leaders / Resources Scrutiny Panels

No.	Status	Issue	Lead Executive Member	Proposed Monitoring Body
		<p>value for money improvements on residents.</p> <ul style="list-style-type: none"> Review the outcomes of benchmarking and value for money monitoring, and the impact on service users and residents. Implementation of the new procurement strategy is starting to deliver savings although these are not yet of significant value. 		
5.	A	<p>Debt Management</p> <ul style="list-style-type: none"> The Council's performance on council tax and business rate collection worsened in 2005/06 and was below average compared to similar councils. Performance is improving in 2006/07 but the results of new measures to increase collection are expected to have more impact in 2007/08. The Council needs to ensure that the improvements to the arrangements for managing council tax and non domestic rates debt are sustained. 	Cabinet Member for Resources	Resources Scrutiny Panels
6.	A	<p>Data Quality</p> <ul style="list-style-type: none"> There is scope to enhance arrangements by developing a corporate policy and strategy on data quality, strengthening controls over data sharing with external organisations, and meeting the training needs of key officers with responsibility for data quality. 	<p>Leader / Cabinet Member for Resources The Audit & S&G Committees also have a key role in relation to overall controls assurance.</p>	Leaders / Resources Scrutiny Panels
7	B	<p>Partnership Activities</p> <p>Health flexibilities and pooled budgets – Ensure that the agreed action plan to address some significant risks identified in the partnership arrangements with the NHS has been delivered.</p>	Leader & Cabinet Member for Health and Adult Social Care	Adult Social Care and Communities Scrutiny Panel

SERVICE PERFORMANCE

No.	Status	Issue	Lead Executive Member	Proposed Monitoring Body
8.	A	<p>Management of the Benefits Service</p> <p>The Council needs to maintain the improved focus it has on:</p> <ul style="list-style-type: none"> • Effective and consistent management that has been driving service improvement • Reduced staff sickness and increased staff morale, together with improved training • Effective resource planning and integrated working between teams • Members also need to ensure that the programme of improvements to the Benefits Service are completed, and recent performance improvements sustained 	Cabinet Member for Resources	Resources Scrutiny Panel
9.	A	<p>Enabling Independent Living</p> <ul style="list-style-type: none"> • Performance on delayed transfers from hospital to social care is starting to improve in 2006/07 despite significant demand pressures. However, admissions to residential care and waiting times for a new assessment have increased 	Cabinet Member for Health and Adult Social Care	Adult Social Care and Communities Scrutiny Panel
10.	A	<p>Community Safety and Reducing Crime</p> <ul style="list-style-type: none"> • The Council has invested significantly in community safety initiatives although the benefit of this is not yet evident from crime statistics. 	Cabinet Member for Housing, Communities and Neighbourhoods	Adult Social Care and Communities Scrutiny Panel
11.	A	<p>Lifelong learning</p> <ul style="list-style-type: none"> • There were improvements in GCSE A-C grades and in some, but not all, subjects at key stages two and three 	Cabinet Member for Children's Service &	Children's Service & Learning Scrutiny Panel

No.	Status	Issue	Lead Executive Member	Proposed Monitoring Body
		<ul style="list-style-type: none"> School attendance has improved marginally but unfilled school places have not reduced in the last year. 	Learning	
12.	A	<p>CPA shared priorities: Sustainable & Healthier Communities</p> <ul style="list-style-type: none"> The Council has not improved the re-let times of its own housing stock since the introduction of its popular 'choice-based lettings' system. 	Cabinet Member for Housing, Communities and Neighbourhoods	Housing & Neighbourhoods Scrutiny Panel
13.	A	<p>CPA shared priorities: Children and Young People, and Older People</p> <ul style="list-style-type: none"> The number of young people not in education, employment or training has increased and this is being tackled by the Council and its partners through the City's new Local Area Agreement with the Government. The Council is helping older people to live independently, but has not been able to reduce delays for older residents transferring back to the community from acute hospital settings, who require on-going high-level care and support. 	<p>Cabinet Member for Children's Service & Learning</p> <p>Cabinet Member for Communities, Health and Care</p>	<p>Children's Service & Learning Scrutiny Panel</p> <p>Communities, Health and Care Scrutiny Panel</p>
14.	A	<p>Access</p> <ul style="list-style-type: none"> The percentage of staff from black and minority ethnic (BME) communities and those with disabilities employed by the Council remain below average. 	Cabinet Member for Resources	Resources Scrutiny Panel