

South Cambridgeshire District Council
Use of Resources 2006/07

December 2007

The Corporate Governance Committee
South Cambridgeshire District Council
South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge CB23 6EA

20 December 2007

Dear Sirs

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL - USE OF RESOURCES REPORT 2007

This Use of Resources Report 2006/07 has been prepared in order to record the key matters arising from our audit. We have discussed our report with Greg Harlock, Chief Executive and Paul Swift, Policy and Review Manager, who confirm its factual accuracy, although the views expressed are those of Grant Thornton. The scope and objectives of this report are further detailed in Section 2.

We would like to take this opportunity to thank Paul Swift, Policy and Review Manager, and other staff and directors for the co-operation and assistance afforded to us during the course of our audit.

Yours faithfully

Grant Thornton UK LLP

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1 Executive Summary

1.1 Introduction

We have completed our 2007 assessment of the Council's use of resources in accordance with the methodology and guidance issued by the Audit Commission. The results have been subject to internal quality control arrangements however the results of the national quality assurance are pending.

The Use of Resources (UoR) assessment evaluates how well councils manage and use their resources. This assessment is carried out each year and focuses on the importance of strategic financial management, sound governance and effective financial reporting arrangements. These should support the Council in the achievement of its priorities and improving services, whilst delivering value for money.

This is the third assessment we have undertaken at South Cambridgeshire District Council. Our assessment is based on the key lines of enquiry for 2007, which were released well into the 2006/07 financial year. These include new requirements for councils as part of the Commission's approach to phasing in those elements that need more lead-time and to supporting improvement by gradually raising the standard of the

assessment. Councils may, however, provide evidence that becomes available after the end of the financial year to demonstrate their arrangements are working effectively and are embedded. We have also focussed on the Council's delivery of the action plan included in the Use of Resources report issued in March 2007.

This report summarises the approach taken and the results of the assessment. It also highlights areas for improvement based on the criteria issued by the Audit Commission.

We commenced our fieldwork in accordance with the Audit Commission's timetable in July 2007 with a view to reporting our five individual judgements, after internal quality assurance, to the Audit Commission on 19 November 2007.

The Audit Commission will release the overall judgement to the Council on 10 December 2007 at which point the Council has the opportunity to request a review of the judgement if it is felt that it has been awarded the incorrect score overall, this review period closes on 21 December 2007.

Overall the Council achieved a score of 2 for the 2007 judgements, subject to national quality control process, which represents an assessment of performing adequately on the Audit Commission's scoring system. Although the overall score has remained unchanged the Council it should be recognised that the 2007 assessment was a tougher assessment than the 2006 assessment, and that the Council had little time to respond to new criteria. The five theme scores are summarised as follows:

Table 1

Auditor scored judgement	2006	2007
Financial reporting	3	3
Financial management	2	2
Financial standing	2	2
Internal control	2	2
Value for money	2	2
Overall score	2	2

As mentioned previously these scores are subject to confirmation by the national quality control process. This seeks to ensure consistency across all suppliers and on a national basis. Consequently we are informing you that the scores reported here may change as a result of this process and should not be taken as final.

The key areas for development include:

Medium Term Financial Strategy – the Council should continue to document and demonstrate how the medium term financial strategy drives internal resource allocation and how other internal plans and strategies are linked to the medium term financial strategy,

Assurance Framework - the Council should continue work to complete and implement an assurance framework, and

Value for Money – the Council should ensure that Council investment in priority areas leads to improved services for users and that the improvement process leads to identifiable improvements in value for money.

The focus in future periods should be to make the improvements outlined above. Furthermore, the Council should look to embed the processes for each new key KLOE criteria for 2008, in particular to demonstrate that the arrangements in place drive improvement in processes and outcomes.

The report also needs to be viewed in the context of the current Improvement Agenda in response to the 2006 Corporate Governance Inspection. Once the planned improvements to corporate governance are fully embedded we would anticipate the opportunity to move to level 3.

We would like to take this opportunity to thank the Policy and Review Manager, his team and the other officers involved in our review for their help and support during the course of our work in this assessment.

1.2 Use of Resources 2008

The Commission has published its key lines of enquiry for 2008 on its website. There is an annotated version of the key lines of enquiry available, which indicates the key changes from 2007, and has been included within Appendix B. The key lines of enquiry for 2008 reflect some of the changing priorities for councils as they respond to the major challenges facing them and the higher expectations of them. Making further improvements to efficiency will be critical for councils in responding to: the changing demographic profile of communities, increasing public expectations of public services and expected constraints on funding from Government.

The key lines of enquiry give more emphasis, mainly at level 4, to areas such as: sustainability, working in partnership and using IT to secure service and value for money improvements; strategic asset management and joint procurement. These areas signal the changes, which will be given more emphasis in the use of resources assessment under Comprehensive Area Assessment, the new performance framework for local services.

2 Approach and context

2.1 Background

Each judgement area (theme) consists of a number of key lines of enquiry and areas of audit focus and evidence. There are also descriptions of performance against each key line of enquiry showing performance at levels 2, 3 and 4. These translate into the following judgements:

Level	Assessment
1	below minimum requirements – inadequate performance
2	only at minimum requirements – adequate performance
3	consistency above minimum requirements – performing well
4	well above minimum requirements – performing strongly

The Audit Commission determine the overall use of resources score by combining the auditor's separate scores for each of the themes covered.

In forming our assessment, we need to take into account requirements of the methodology that are set out in the Use of Resources Guidance for Councils 2007. In particular, in order to support scores of 3 and above, we

need to consider whether relevant arrangements are 'embedded' that is, they have been operating consistently with clear outputs having an impact. For scores of 4 (performing strongly) we are required to consider whether, in addition to meeting the criteria, councils can demonstrate innovation or best practice that can be shared with other authorities, and also demonstrate that actions taken have had the desired impact.

This report summarises the results of our work. It is not intended to cover every issue that has come to our attention, but rather provide an overview of the key issues that we have identified during the course of our review.

This report is for consideration by the Council and its officers and is for the Council's use only and should not be relied upon by any third parties.

3 KLOE 1: Financial reporting

3.1 KLOE 1 results

The table below gives the scores that the Council met for Financial Reporting during the 2007 judgements:

Table 2

Key line of enquiry	2006	2007
1.1 The Council produces annual accounts in accordance with relevant standards and timetables, supporting by comprehensive working papers	3	3
1.2 The Council promotes external accountability	3	3
Combined score for KLOE 1	3	3

3.2 Key findings: KLOE 1.1 - Annual Accounts

The first of the above KLOEs carries a higher weighting than the second and therefore the Council's score on the annual accounts production

process is fundamental in maximising the theme score for Financial Reporting overall.

KLOE 1.1 focuses on the arrangements that the Council has in place to produce its annual accounts in accordance with relevant standards and timetables and supporting by comprehensive working papers. We are pleased to note that the Council maintained its level 3 score for its annual accounts production.

To move to a level 4 the Council would need to provide working papers that were deemed to be 'best practice', which would include clearly referenced electronic audit working papers, as well as no audit adjustments reported in the annual report on the accounts.

3.3 Key findings: KLOE 1.2 - External Accountability

The Council's performance in KLOE 1.2 was level 3 with all criteria being met. . To move to a level 4 the Council will need to publish an annual report, which includes summary accounts and key financial information. We also note that the Council will need to engage with stakeholders around the availability of the annual report to ensure that it is accessible to all members of the public, although we do recognise that the Council has

engaged with stakeholders in the decision to publish an annual report for 2007/08 as well as the format of this report.

4 KLOE 2 Financial management

4.1 KLOE 2 Results

The table below gives the scores, which the Council met for Financial Management during the 2007 judgements:

Table 3

Key line of enquiry	2006	2007
2.1 The Council's medium-term financial strategy, budgets and capital programme are soundly based and designed to deliver its strategic priorities	2	2
The Council manages performance against budgets	2	2
The Council manages its asset base	2	2
Combined score for KLOE 2	2	2

The above KLOEs each carry an equal weighting in determining the overall theme score.

4.2 Key findings: KLOE 2.1 Medium Term Financial Strategy

The Council has retained its score at level 2 for this particular criterion.

To enable the Council to progress to level 3 in the future the Council needs to further improve the links between the medium term financial strategy and other core business processes. The recommendations arising from the 2005 joint audit and inspection work on performance management, which we understand has been integrated into the Council's improvement agenda, would be relevant to this particular KLOE, and be implemented alongside the recommendations raised in Appendix A. Furthermore, the Council would need to improve the links between the resource allocation and business planning and other internal plans and strategies.

4.3 Key findings: KLOE 2.2 Performance against budgets

KLOE 2.2 is largely process driven and requires the Council to have a series of budget management and monitoring techniques in place.

The Council's score has remained at a level 2 for this KLOE.

To enable the Council to progress to level 3 in the future the Council needs to further enhance its budget monitoring reports to include risk assessments, be focused on large, high risk or volatile budgets and be linked with operational indicators of activity that are linked to spend. We note that the Council has made progress in 2007/08 to address these points.

4.4 Key findings KLOE 2.3: Management of the asset base

This KLOE is concerned with the effectiveness of the arrangements that the Council currently has in place to manage its asset portfolio.

The Council's score has remained at a level 2 for this KLOE.

To move to level 3, the Council needs to ensure that a set of local performance measures in relation to assets that evaluate asset use in relation to corporate objectives are developed. We note that the Council should have embedded the process of making investment and disposal decisions based on thorough option appraisal and whole life costing in the 2007/08 financial year.

Finally, we would note that the changes in the 2007 local government Statement of Recommended Practice would require the Council to make improvements to the fixed asset register, particularly in respect of allocating revaluation gains and losses. There is a risk that a failure to address these changes would undermine the progress made by the Council in other areas of its asset management.

5 KLOE 3 Financial Standing

5.1 KLOE 3 Results

The table below gives the score, which the Council met for Financial Standing during the 2007 judgements:

Table 4

Key line of enquiry	2006	2007
3.1 How well does the Council safeguard its financial standing	2	2
Combined score for KLOE 3	2	2

Despite there being only one KLOE in relation to Financial Standing it does count for one fifth of the overall score, reflecting the importance of financial performance.

5.2 Key findings KLOE 3.1 - Financial Standing

We are pleased to note that the Council has retained a score of level 2, representing adequate performance in this area. The Council has some significant challenges facing its financial position in the short and medium term, and at the moment there are no immediate concerns in the way in which the Council is safeguarding its financial standing, however we will keep the position under regular review to ensure the Council continues to focus on delivering a balanced position without excessive reliance on reserves.

To progress to a level 3 the Council needs to consistently maintain its spending within the overall budget and without unexpected over or under spends. Furthermore, the Council would need to evidence that it undertakes a cost-benefit analysis of recovering debt for material categories of income.

6 KLOE 4 Internal control

6.1 KLOE 4 results

The table below gives the scores that the Council met for Internal Control during the 2007 judgements:

Table 5

Key line of enquiry	2006	2007
4.1 The Council manages its significant business risks	2	2
4.2 The Council has arrangements in place to maintain a sound system of internal control	2	2
4.3 The Council has arrangements in place that are designed to promote and ensure probity in the conduct of its business	2	2
Combined score for KLOE 4	2	2

The three KLOEs are weighted equally and hence the score for Internal Control overall is built up as an average of the three individual scores.

6.2 Key findings: KLOE 4.1 - Risk Management

The risk management KLOE is designed to form a view as to the effectiveness of the Council's risk management arrangements, and in particular is concerned with the extent of senior officer and member involvement.

The Council retained a score of Level 2 for this KLOE.

Looking forward to next year's judgements, the challenge for the Council is to continue to embed risk management into the culture of the organisation. The Council should ensure that all managers and relevant officers receive appropriate risk management training and that the current process of review and reporting of risk management is continued within the 2007/08 financial year. Further improvements can be made in the monitoring of risks in relation to partnerships, specifically where these partnerships are in place to help the Council achieve its priorities and objectives.

6.3 Key findings: KLOE 4.2 - systems of internal control

This KLOE encompasses a series of individual topics such as the Statement on Internal Control (the SIC), the effectiveness of the Corporate Governance Committee, the quality of the Internal Audit function and the completeness of procedures notes and other standard documents which, when considered together, constitute the main elements of the Council's control environment.

The Council has retained its score of Level 2 for this KLOE. We note that there have been some improvements made already in the 2007/08 financial year through a revision to the terms of reference of the Corporate Governance Committee. However, the key area of weakness for the Council in relation to this KLOE remains the absence of an assurance framework. In order to achieve a level 3, the Council would need to put in place an assurance framework that maps the council's strategic objectives to risks, controls and assurances and that this framework provides members with information to support the Statement on Internal Control. The development of the Corporate Governance Committee into an effective body for ensuring improvements in internal control will be key to this process.

Furthermore to achieve a level 3, the Council would need to finalise governance arrangements with significant partnerships and to strengthen arrangements to monitor breaches of the Council's constitution.

6.4 Key findings: KLOE 4.3 - probity and propriety

KLOE 4.3 is designed to evaluate the Council's arrangements for ensuring that probity and propriety are promoted within the conduct of its business.

Overall, the Council met level 2 in this area, which was consistent with the 2006 assessment.

To move to a level 3 in this area, the Council would need to demonstrate that counter fraud and corruption work is adequately resourced. Furthermore, the Council will need to ensure that pro-active fraud and corruption work is determined by a documented formal risk assessment and that progress continues to be made in ensuring that all staff know the whistle blowing policy and that whistle blowing arrangements are embedded.

7 KLOE 5: Value for money

7.1 KLOE 5 results

The table below gives the scores which the Council achieved for Value for Money during the 2007 judgements:

Table 6

Key line of enquiry	2006	2007
5.1 The Council currently achieves value for money	2	2
5.2 The Council manages and improves value for money	2	2
Combined score for KLOE 5	2	2

The first of the above two KLOEs carries a higher weighting than the second and thus the Council's score on whether or not value for money is currently achieved is fundamental in maximising the theme score for Value for Money overall.

We set out below the main achievements and key barriers for the Council in achieving the next Level for each of the KLOEs given above.

7.2 Key findings: KLOE 5.1 - Achieves value for money

KLOE 5.1 is designed to form a view on whether the Council currently achieves Value for Money in its activities both with regards to the back office and also the provision of front line services.

The Council has consolidated on the level 2 score that it achieved in the 2006 judgements. Key messages arising out of our value for money review include:

- The Council has a low level of Council Tax and generally low spending on services, although there are exceptions such as planning and housing management. However, these services are linked to Council priorities;
- Recycling performance is amongst the best in the country. However, it is difficult to assess how performance in recycling links to the Council's medium term objectives, although the links are in place for 2007/08 with a Corporate

Objective/Service Priority which specifically includes recycling;
and

- There is limited evidence that performance in Council priority areas has improved sufficiently to suggest that increased expenditure in these services has led to improved outcomes.

The quality of outcomes in some specific areas, in particular community housing give cause for concern, whereby there is limited evidence of improvement in this service. We are pleased to note that the Council has secured improvements in planning speed performance, particularly in respect to major applications, without any significant deterioration in performance of planning quality indicators.

Once the Council can demonstrate improvements in community housing services, as well as implementing the planned improvements arising from the Council's current improvement agenda designed to improve service delivery across all services, the Council should be able to sufficiently demonstrate a positive link between investment in services and service performance to achieve a score of level 3. The Council's performance on the completion of affordable houses is very good, but currently there is no national PI measuring this. It is expected that a relevant PI will be in place in 2008.

7.3 Key findings KLOE 5.2 - management and improvement of value for money

KLOE 5.2 has more of a forward looking focus than 5.1 and is concerned with the arrangements that the Council has put in place to both manage and improve Value for Money.

The Council has consolidated on the level 2 score that it achieved in the 2006 judgements.

The Council should consider the relative costs and benefits of developing and introducing new processes to achieve better processes to manage and improve value for money. The processes that the Council are implementing as a result of its Improvement Agenda should also aid the Council to manage and improve its value for money.

A Action plan

This action plan includes recommendations intended to assist the Council in achieving sufficient improvements to demonstrate compliance with the requirements of the next level within the Use of Resources framework in 2007. Where recommendations have been made relating to achieving Level 4 the Council should consider the costs and benefits of implementing procedures. Our priority system grades the most significant recommendations as priority 1. This action plan should be considered alongside the changes to the 2008 assessment described in Appendix B.

Ref	Recommendation	Priority	Management response	Responsibility	Timescale
KLOE 1.1 Annual Accounts					
1	The Council should look to comply with best practice guidance from the Audit Commission in the preparation of working papers for the final accounts audit, should the Council wish to achieve a level 4 in this KLOE.	3	The Council is currently concentrating on achieving an overall score of 3 by increasing its present scores of 2 on the four themes other than financial reporting	Head of Accountancy	Mar 08
KLOE 1.2 External Accountability					
2	When publishing the annual report the Council should engage with stakeholders over the formats in which the annual report is available.	3	The Council has engaged with stakeholders over the format and content of an annual report by an article in the Council magazine South Cambs News, a questionnaire on its website and by sending the questionnaire to organisations. Corporate Governance Committee agreed that an annual report should be published with effect from 2007/08.	Head of Accountancy	Mar 08

Ref	Recommendation	Priority	Management response	Responsibility	Timescale
KLOE 2.1 Medium Term Financial Strategy					
3	The Council's medium term financial strategy should be linked to the Council's other internal plans and strategies.	1	The Council has implemented a new service planning process which will link the financial strategy to internal plans and strategies. The Corporate Plan will bring together the MTFS and the Council's plans and objectives.	Corporate Manager, Finance and Support Services	Mar 08
4	The Council's corporate business plan should be used to derive the medium term financial strategy and internal resource allocation, with changes in allocations determined in accordance with policies and priorities.	1	The Council has implemented service and corporate business planning processes, which drive the medium term financial strategy and resource allocations. Links will be demonstrated in the Corporate Plan.	Improvement Manager	Feb 08
5	Budgets should be linked to: <ul style="list-style-type: none"> The medium term financial strategy; Business and activity plans; and Risk assessments of material items of revenue and capital income and expenditure, incorporating lessons learned from previous years. 	1	Budgets are more linked to MTFS for 2008/09 through the service planning process and risk assessments will be incorporated into the budget process for 2008/09	Head of Accountancy	Mar 08
6	The Council should undertake project appraisals, business plans and affordability tests for new policy and capital developments.	2	Appraisals carried out for new capital and revenue developments for the 2008/09 budget	Policy and Performance Manager	Feb 08
KLOE 2.2 Managing budgets					
7	Financial and non-financial performance information should be presented in integrated reports.	2	Integrated reports presenting financial and non-financial information are now being produced and reported to Cabinet on a quarterly basis.	Corporate Manager, Finance and Support Services	On going

Ref	Recommendation	Priority	Management response	Responsibility	Timescale
8	<p>The Council should continue to review and update its budget monitoring processes, ensuring that it is:</p> <ul style="list-style-type: none"> • Related to operational activity indicators that are lead indicators of spend; and • Informed by a risk assessment. 	2	The budget monitoring reports are predictive of the year end outturn, focuses on departmental and overhead budgets and budgets greater than £200,000 and volatile income budgets which are beyond the control of the Council.	Head of Accountancy	On going
KLOE 2.3 Managing the asset base					
9	The Council should develop a set of local performance measures in relation to assets that evaluate asset use in relation to corporate objectives.	2	The Council's Asset Management Plan already incorporates performance measures regarding its assets. These will be developed and updated appropriately as required.	Property Services Manager	Feb 08
KLOE 3.1 Financial Standing					
10	A cost/benefit analysis of collecting debt for material income categories should be developed and included in debt monitoring reports.	2	<p>The Council already closely monitors income collection rates against previous performance and national indicators. In general performance is very good and improving, but where monitoring indicates performance is deteriorating the service provision and level of resources is reviewed to ensure performance is maintained and improved.</p> <p>Work is currently in progress to identify unit costs associated with revenue collection with a view to benchmarking these costs with comparable organisations. Collection costs are to be incorporated into quarterly monitoring reports for Chief Officers and Members to ensure a holistic and integrated performance report.</p>	Head of Revenues	On going

Ref	Recommendation	Priority	Management response	Responsibility	Timescale
KLOE 4.1 Risk Management					
11	The risk management process should specifically consider risks in relation to significant partnerships and provide for assurances to be obtained about the management of those risks.	2	Management reports have identified significant partnerships and, in January, Zurich Municipal will be assisting officers in risk assessments and the process of managing risks in relation to partnerships.	Finance Project Officer	On going
12	Members of the Corporate Governance Committee should be given training on risk management awareness.	2	Training was offered to all Members in November but, with limited take up, the course was cancelled. The proposal now is that training in risk management by Zurich Municipal will be offered to Cabinet and Corporate Governance Committee.	Finance Project Officer	Mar 08
KLOE 4.2 Systems of Internal Control					
13	The Council should develop and implement an assurance framework.	1	The Council will develop an assurance framework that links to the Council's objectives and risks.	Corporate Manager, Finance and Support Services	Mar 08
14	Compliance with standing orders, standing financial Instructions and the scheme of delegation should be monitored by management, any breaches identified and appropriate action taken.	2	The Council will identify a process to monitor breaches of this nature and also use internal audit report findings so appropriate management action can be taken.	Corporate Manager, Finance and Support Services	Mar 08
15	Governance arrangements should be evidenced and put in place for all significant partnerships.	1	The Council has undertaken a review of partnerships to agree those which are significant to the Council and will then identify appropriate governance arrangements.	Corporate Manager, Policy, Performance and Partnerships	Mar 08

Ref	Recommendation	Priority	Management response	Responsibility	Timescale
KLOE 4.3 Probity and Propriety					
16	The Council should ensure that it can demonstrate clear linkages between the Fraud and Corruption plan risk assessment and the annual internal audit plan, providing evidence of how the outcomes of the risk assessment has impacted upon areas of coverage by internal audit	2	The Fraud and Corruption plan risk assessment is part of the audit needs assessment carried out each year. This is used to then determine the annual internal audit plan and to ensure appropriate coverage of risk areas.	Internal Audit	Mar 08
17	The Corporate Governance Committee should consider whether counter fraud and corruption work is adequately resourced as part of its approval of the annual internal audit plan.	2	The Corporate Governance Committee will approve the annual internal audit plan and consider whether counter fraud and corruption work is adequately resourced.	Corporate Governance Committee	Mar 08
KLOE 5.1 Current Value for Money					
18	The Council should look to demonstrate how Council investment in priority services leads to improved outcomes for service users.	1	To be shown in Corporate Plan	Improvement Manager	February 08
KLOE 5.2 Management and Improvement of Value for Money					
19	The Council should implement the recommendations of the Improvement planning process, to improve processes for managing and improving value for money.	1	CGI Improvement Plan being implemented. VfM assessment now included in service plans. Reinforce for next year.	Policy and Performance Manager	Mar 08

B Key changes for 2008 assessment

This table summarises where there have been any material changes to the KLOEs since 2007:

KLOE	Summary of criteria changed	Level
Financial Reporting		
1.1	Removed requirement to have guidance made available to staff on final accounts closedown procedures, including relevant timetables agreed with the auditor and allocation of tasks to individual members of staff, were adhered to.	2
1.1	Added additional requirement gave an unqualified opinion in the published accounts.	2
1.2	Added additional requirement to have the agenda, reports and minutes for meetings to be accessible formats appropriate to comply with duties under the equalities legislation.	2
1.2	<p>Removed requirement to have the annual report or similar document available in a wide variety of formats to meet local user needs (for example different languages, large print, speaking version).</p> <p>Added additional requirement to have the annual report or similar document to include information and analysis about the Council's environmental footprint.</p>	4

KLOE	Summary of criteria changed	Level
Financial Management		
2.1	Added requirement that the Council has undertaken equalities impact assessments of its strategies and understands the effect and impact these will have on its diverse population.	2
2.1	Removed that budgets are annually reviewed in light of the reasons for and consequences of the previous year's outturn and are linked to the medium term financial strategy.	2
2.1	Removed budget holders are involved in the budget setting process. Removed that each capital and revenue budget is assigned to the individual manager best able to use and control it.	2
2.1	Added requirement that budgets are linked to operational activity indicators that are lead indicators of spend.	3
2.1	Added additional requirement that the MTFS models revenue items using different planning scenarios (for example best and worst case and most likely) and links this to its risk management and financial reports.	4
2.1	Removed the requirement that the council identifies future developments that may impact on its financial management arrangements and proactively manages them.	4
2.2	Removed the requirement for the council to use agreed processes to adjust and approve budgets in year if major programmes are varied by more than pre set tolerances.	3
2.2	Removed the requirement for the Council to ensure that it carries out regular testing of its financial systems that the report outputs are timely, accurate, reliable, clear, in a convenient format (hard copy and online, in summary and in detail, as appropriate) and readily understood by their recipients.	4
2.2	Removed the requirement for the council to consult with, advise and train users so that it develops and provides the financial information systems to meet their needs.	4

KLOE	Summary of criteria changed	Level
	Removed the need for the council to have savings and efficiency gains being profiled over the year and there is monitoring throughout the period by members to ensure their achievement.	
2.3	Removed the requirement for the council has developed a set of local performance measures in relation to assets that evaluate asset use in relation to corporate objectives.	3
2.3	Added requirement for the council's asset management plan provides clear forward looking strategic goals for its property assets that shows how the council's land and buildings will be used and developed to help deliver corporate priorities and service delivery needs, now and in the future. The plan shows how property assets will be maintained, modernised and rationalised to ensure that they are fit for purpose.	3
2.3	Added requirement for the council maintains a record of all of its land and buildings that contains accurate data on its efficiency, effectiveness, asset value and running costs which can be used to support decision making on investment and disinvestment in property.	3
2.3	Removed the requirement to have the results of performance measurement and benchmarking being communicated to stakeholders where relevant.	4
2.3	Removed the requirement for the council has developed an approach for the coordination of asset management information and its integration with relevant organisational financial information	4
Financial standing		
3.1	<p>Added that the council's approved level of balances is adhered to and ensures the council's financial standing is sound and supports the council in the achievement of its long term objectives.</p> <p>Additional requirement for the council's targets for income collection and recovery of arrears stretch performance and their achievement is monitored with appropriate corrective action taken during the year to achieve the targets.</p>	3

KLOE	Summary of criteria changed	Level
Internal control		
4.1	Added the requirement for all business risks to be assigned to named individuals to lead on the actions identified to mitigate each risk.	2
4.1	Removed the requirement for the council to consider positive and negative risks.	4
4.1	Added additional requirement to report to support strategic policy decisions, and initiation documents for all major projects, require a risk assessment including a sustainability impact appraisal.	4
4.2	Overall there will be a changed focus from the SIC to the governance statement.	All
4.2	Removed the requirement for all reports to members to have been formally considered for legal issues before presentation.	2
4.2	Removed the requirement for all procedure manuals for key financial systems being reviewed and updated as appropriate. Removed the requirement for standing orders, standing financial instructions and scheme of delegation to be reviewed and updated as appropriate.	3
4.2	An additional requirement for the council to have an effective scrutiny function to ensure constructive challenge and enhance performance overall.	3
4.2	New requirement for the council to obtain assurance on a risk basis of the viability of its significant contractors/partners business continuity plans.	4
4.3	Added the requirement for the council to have in place the arrangements for monitoring compliance with the code of conduct and use of IT resources.	2
4.3	New requirement for the council to demonstrate that members of the standards committee are preparing for their role in local investigations and determination and there are arrangements in place to support effective local investigations and determinations.	2

KLOE	Summary of criteria changed	Level
4.3	Removed the requirement for the council to have a strong counter fraud culture that is supported and promoted by members and senior officers.	3
4.3	Additional requirement to have the work of the standards committee is communicated openly to a wider public. Where appropriate, the council has taken effective action, learning from issues arising from local investigations and determinations	3
4.3	Removal of the requirement for the council to have a track record for effective action in response to whistleblowing disclosures. There are periodic reviews of the effectiveness of the whistleblowing arrangements.	4
4.3	Additional requirement for the council to demonstrate its staff, and staff within contracting organisations, have confidence in the whistleblowing arrangements and feel safe to make a disclosure.	4
4.3	Added requirement to have all application forms for services and benefits to have an appropriate fair processing notification permitting data sharing for prevention and detection of fraud and corruption (both acting as a deterrent to fraudsters and facilitating the extension of NFI into new areas).	4
4.3	Removal of the requirement to demonstrate that effective action has been taken to maximise the potential savings available through NFI.	4
Value for money		
5.1	Deletion of the requirement to have a positive relationship between costs and range, rather costs are commensurate with the range.	2
5.1	Removal of the requirement for the council to evaluate the outcomes from its capital programme in accordance with objectives. Where capital resources are invested, there are identifiable improvements in service delivery.	4

KLOE	Summary of criteria changed	Level
5.2	New requirement for the council to have adequate arrangements to produce reliable data.	2
5.2	New requirement for the council to collect information on the needs of, and the impact of its decisions on, diverse communities. It is beginning to use the information to improve access to services, outcomes and VFM.	2
5.2	Revised requirement to have adequate processes in place for reviewing and improving VFM.	2
5.2	New requirement for the council to demonstrate some improvements in VFM in recent years.	2
5.2	Removed the requirement to have targets set and applied to improve efficiency and value for money.	2
5.2	Removed the requirement to have internal reviews carried out (in line with Best Value legislation) and achieve significant improvements in value.	2
5.2	Added the criteria from the council to have some understanding of its long-term costs and benefits, including environmental and social. There is some evidence of these being taken into account in decision making.	2
5.2	Added the criteria for The council is making some use of partnership working to improve VFM. It has some understanding of the total resources at the disposal of its significant partnerships.	2
5.2	There is a new requirement for the council to make some use of IT both to improve its own VFM and to improve access to services for users.	2

KLOE	Summary of criteria changed	Level
5.2	New requirement to have good arrangements to produce reliable data.	3
5.2	Removed the requirement to have information on equity and using this to actively promote access and value for money across community and replaced with the council collecting information on the needs of and the impact of its services, policies and strategies on different community groups and is using this information to improve VFM, outcomes and access to services.	3
5.2	Removing the requirement for achieving and improving value for money being embedded in the council's culture, for example, through the performance appraisal system.	3
5.2	New requirement to have clear improvements in VFM, particularly in priority areas, in recent years.	3
5.2	Removed the requirement to have clear evidence that the council sets and achieves ambitious targets and to improve efficiency and value for money corporately and in services. Targets are used 'intelligently' to reflect potential for improvement.	3
5.2	Removed the requirement for the council to have produced and be delivering on an efficiency plan to achieve at least cumulative Efficiency Review target of 7.5 per cent gains over a three year period.	3
5.2	Removed the requirement to achieve significant and identifiable savings that have been achieved through procurement and internal reviews without unintended loss of quality.	3

KLOE	Summary of criteria changed	Level
5.2	Added the requirement for the council to have evaluated its use of partnerships to improve VFM. It has an understanding of total resources at the disposal of its significant partnerships which it is using to support clearly identified outcomes	3
5.2	The new criteria for the council to use IT to drive and enable business process change to improve both its own VFM and access to services for users.	3
5.2	The new requirement for the council to have exemplary arrangements to produce reliable data. It has an agreed approach with partners to produce reliable data.	4
5.2	The removal of the requirement for achieving and improving value for money within its performance management arrangements, and this resulting in high levels of understandability and awareness across the organisation.	4
5.2	The new requirement to have significant improvements in VFM have been made in recent years.	4
5.2	The removal of the requirement for the council to have a sustained track record of driving improvements in services and value for money through effective use of targets.	4
5.2	Removal of the criteria to have an integrated efficiency review into its performance management and is exceeding its own targets for achieving at least the national cumulative Efficiency Review target of 7.5% over three years.	4
5.2	Removal of the requirement to have systematic reviews covering all major functions and the findings being acted upon, leading to significant improvements in service and value for money.	4

KLOE	Summary of criteria changed	Level
5.2	New requirement for the council to have implemented arrangements for partnership working. It has a clear understanding of the total resources at the disposal of its significant partnerships. It is on track to deliver planned improvement in outcome	4
5.2	New requirement for the council having a strong track record of using IT and can demonstrate examples of significant service improvements, including access to services for users, or efficiency savings through using IT.	4