

Consolidated Action Plan for Improvements

	Action	Lead Officer(s)	Timeline	Update December 2021
1	Establishment of a monthly budget board for each Directorate (as already exist in some of the directorates).	David Skinner	Completed	A budget Board has been established for each of the Directorates.
2	Review of all current commercial properties to re-assess the future strategy and understand the risks for the new authority.	John Reed Mark Preston	Completed	A review has been undertaken and a report presented to CMT Budget Board on 22/09/2021 and shared with Cabinet Members on 7/10/2021.
3	Quarterly reporting of earmarked reserves, including the purpose and future planned movements.	Richard Ambrose	Completed	Quarterly monitoring is undertaken. The next monitoring report will be presented to CMT in January before forming part of the s151 Officer's 'Chief Finance Officer's Statutory Report' to Council in February.

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4	Stronger governance arrangements and regular reporting of financial position & performance against approved business plans: -			
4(i)	<u>Farnham Park Trust and Higginson Park Trust</u> <ul style="list-style-type: none"> - Review of operations and financial position (historic and projected) for Farnham Park. - Review of operations and financial position (historic and projected) for Higginson Park. - Strategic review of trust arrangements and agreement of future approach (informed by leisure strategy). 	Sophie Payne Head of Finance (Fiorella Mugari)	March 2021 May 2021 March 2022	Reports have been provided to CMT providing details of the operations and financial position for each Trust. The projected financial position for both Trusts is monitored and 22/23 proposed budgets included in MTFP process considerations. The strategic review of trust arrangements is continuing, with Service Improvement involved in an options appraisal for Farnham Park as well as the wider service review. The arrangement for Trusts will fall out of this work and the Leisure Strategy. The 3 key components of the Leisure Strategy (Indoor Facilities Strategy/ Playing Pitch Strategy/ Open Space Strategy) are being developed, for approval in 2023.

Appendix 3

	Action	Lead Officer(s)	Timeline	Update December 2021
4(ii)	<u>Consilio and Aylesbury Vale Estates</u> <ul style="list-style-type: none"> - Set up a Companies & Partnerships Oversight Board to provide structure and visibility to the monitoring and governance arrangements. - Governance and oversight arrangements to be formalised and published and subject to an internal audit review. - Annual report to be presented to CMT and Informal Cabinet to enable the Council to exercise its rights as a Shareholder (incl. review of accounts and business plan). - Due to Consilio being a small, young company that is closely knit to the Council consider and shape the future direction of the management of the company as it grows. To be directed by Companies Oversight Board. 	Ian Thompson John Reed Claire Hunter	March 2021 Sept 2021 Before AGM (Sept) On-going from March 2021	A report on Shareholder Board arrangements will be going to CMT in January.
5	Review of loans made to external bodies (e.g. Consilio, AVE, Enterprise Zones, Silverstone) to ensure repayments are being made promptly and an evaluation of risks is undertaken.	Mark Preston	July 2021 (6-monthly)	A review of loans has been undertaken and reported to CMT Budget Board on 22/09/2021 and shared with Cabinet Members on 7/10/2021.
6	Review the financial model and how service finance currently work with directorates to ensure strong financial management and grip that adds value and enhances decision-making: <ul style="list-style-type: none"> (i) Complete current assessment of arrangements. (ii) Implement required changes to model (as part of service review). 	David Skinner	Commence Assessment (June 2021) Receive draft report from CIPFA (Dec 2021) Service Review to conclude (Sept 2022)	The review of the Service Finance (and the whole of Finance) model will form part of the Finance Service Review and will be informed by the CIPFA review of general financial management in the Council.

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7	It would be of significant benefit to make sure that all directorship/representative roles have comprehensive training to ensure they fully understand their role and responsibility as a Council director/representative.	Nick Graham	June 2022	This will be considered by the Legal Principal Governance Officer once they start in January 2022.
8	Contracts: Legal will continue to monitor capacity in this area and liaise with finance and procurement colleagues regarding forthcoming contacts up for renewal to ensure that these are properly supported.	Nick Graham	March 2022	We have successfully recruited two permanent contract lawyers, including a very experienced team leader who starts in December. We have difficulties pending their start date with finding suitable locums. We are utilising external firms where possible. We have seen a significant increase in instructions.
9	Service Directors for Finance and Legal to discuss and clarify roles and expectations around procurements.	Nick Graham	January 2022	Discussions have taken place and it has been agreed that a further review with the new Team Leader takes place to ensure a clear understanding of the roles and responsibilities between Procurement and Legal.
10	Legal to review with HR the recruitment campaign when completed.	Nick Graham	January 2022	In progress.
11	Legal to review with Service Directors notification and approval process for external instructions.	Nick Graham	Ongoing	Whilst there have been improvements, there is still work to do with ensuring proper sign off for all external instructions.
12	Legal to liaise with internal communications team about profile raising corporate governance issues.	Nick Graham	March 2022	Legal has appointed a Principal Governance Officer who will take forward this action. They are due to start in January 2022.