

Appendix 2 Action plan

Recommendations	
Recommendation 1	
Improve year end financial reporting arrangements across the Council.	
Responsibility	Deputy Director of Finance
Priority	High
Date	31 March 2011
Comments	<p>Year end arrangements are being reviewed to ensure that improvements are made and faster closedown is achieved. Although 2010/12 will present challenges because of the introduction of centralised oracle process and IFRS, improvements identified will include</p> <ol style="list-style-type: none">1. A more robust and comprehensive approach to month-end closing processes2. A 'hard close' based on month 9 to enable both testing of processes and early auditing3. A detailed Action Plan to improve year end arrangements with clear milestones and accountabilities

Recommendation 2

Strengthen risk management, internal control and performance management arrangements in respect of foundation schools.

Responsibility	Director of Children & Families
Priority	High
Date	31 March 2011
Comments	The schools environment is changing with greater plurality of models, each necessitating a robust approach to risk management, controls and performance arrangements. School heads received a briefing from the Director of Finance on 29 th November 2010 and the AD (Children and Families) will begin a review in January 2011, concluding by March and involving consultation with schools.

Recommendation 3

Embed good procurement practice across the Council.

Responsibility	Director of Legal & Procurement
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Priority	High
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Date	Ongoing
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Comments	Delivery of this 'One Council' project is a key priority for the Council and is ongoing. Actions taken so far include
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1. The appointment of a new Interim Head of Procurement and Chief Negotiator with commercial experience
2. The implementation of Oracle Financials including procurement. This incorporates 3-way matching, centralised procurement and AP and supplier management and is being rolled out across LB Brent
3. Use of internal communications channels to promote effective procurement.

In the future, we expect to see include

1. Changes in internal behaviours to embrace Oracle processes and maximise the return in this software
2. A category management approach to procurement underpinned by a robust procurement strategy
3. A review of existing contracts to extract maximum cost savings
4. A change to the way in which contracts are re-negotiated. This will mean negotiations on major contract being led by the commercially orientated Chief Negotiator and not by those responsible for day-to-day contract management
5. Improvements in contract monitoring and management

Recommendation 4

Embed good risk management arrangements across the Council.

Responsibility	Director of Finance & Corporate Services
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Priority	High
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Date	31 march 2011
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Comments	We will be undertaking a review of risk management process across the Council. As part of this, risk management will transfer to Internal Audit & Investigations as part of strengthening of Council's arrangements and ensuring a stronger linkage.
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