

## Appendix 1

Recommendation / Area of Improvement	Status Update
<p>5.1 The documents (provided to SMT in detail within Appendix 1 of the full report) should be reviewed by SMT and formally signed-off by relevant parties with a complete set held by both SBC and SB Supports LLP. (Priority 3)</p>	<p>Responsible Officer: Philip Barr, Managing Director            Completion Date: July 2017; revised to March 2018            85% complete - Note: Monthly meetings held with HR, Finance, IT, Business Management and Fleet and ad hoc meetings with other support services e.g. Property, to ensure business relationships are effective. Sign-off of HR and Finance SLAs are dependent on full implementation of Business World.</p>
<p>5.2 SMT should implement the more specific recommendations relating to Payroll (provided to SMT in detail within Appendix 2 of the full report). (P3)</p>	<p>Responsible Officer: Lynne Crombie, Operations Director            Completion Date: November 2017            75% complete - Note: SBC's Corporate Fraud &amp; Compliance Officer is providing assistance on process and has met with Service Managers. Next step: re-issue guidelines.</p>
<p>5.3 The original Business Case and Business Plan forecasts should be compared with up to date, more accurate data and the targets revised accordingly in agreement with the Board and the SGG. (P2)</p>	<p>Complete</p>
<p>5.4 The Transformation Tracker Document should be developed to include whole of programme and individual projects income and costs and clear Return on Investment (ROI) information. (P3)</p>	<p>Responsible Officers: Paul Cathrow, Service Development Manager / Jen McPhail, Finance and Commercial Director            Completion Date: Sept 2017; revised to December 2017            0% complete - Note: The Management Accounts include comments on key projects savings; SMT review the Transformation Tracker monthly to evaluate progress on delivery. It is proposed that an outline of the Transformation Tracker format will be presented to the Board in December 2017 for consideration.</p>
<p>5.5 Balance Sheet Analysis and Cashflow Statements should be added to the routine reporting and Management Accounts developed to maximise transparency and comparability. Ratio analysis should be carried out. (P3)</p>	<p>Responsible Officer: Jen McPhail, Finance and Commercial Director            Completion Date: December 2017            80% complete - Note: The Management Accounts format for 2017/18 includes Balance Sheet Analysis and Cashflow Statement which are presented to SB Cares Board and the Council's LLP Strategic Governance Group. Ratio analysis is still to be developed.</p>

Recommendation / Area of Improvement	Status Update
5.6 SMT should carefully consider what aspects of performance should be measured and how to measure them in order to deliver meaningful management information. (P3)	Complete
5.7 SMT should again request support from performance specialists within the Council to complete the Performance Framework. (P3)	Complete