# Use of Resources
## Improvement Plan 2009/10

South Cambridgeshire District Council

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| **Implementation Status** | **R** Little or no progress has been made to date. | **A** Significant progress has been achieved. | **G** The improvement action has been completed and the outcome has been achieved. |

## MANAGING FINANCES

**How effectively does the organisation manage its finances to deliver value for money?**

| KLOE | Area for Improvement identified | Status | Action Number | Action | Completion Date | Milestones | Accountable Officer | Responsible | Progress Update 3 - March 2010 |
|---|---|---|---|---|---|---|---|---|---|
| **1.1 - Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?** | | | | | | | | | |
| 1.1.1 | Medium term financial strategy does not adequately address the underlying budget deficit. | G | 1 | The latest version does address the underlying budget deficit over the period covered by the MTFS (the next 5 years). | February 2010 | Cabinet will review the capital programme in **February 2010**. | Alex Colyer | Adrian Burns | Cabinet reviewed the capital programme in February 2010, having regard to the additional funds likely to be available from Housing & Planning Delivery Grant. |

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| 1.1.2 | There is a lack of clarity over the impact of spending changes on the operational performance of the Council within decision making reports. | G | 2 | Be more robust in making links to funded service budgets and performance. | December 2009 | | Alex Colyer | Alex Colyer | Recent reports to Cabinet on refuse and recycling service options and on the proposed revenues and benefits shared service demonstrate this. |
| | | | | The Finance Task & Finish Group recommended that officers examine whether budget proposals could be accompanied by more performance information showing comparative data and the potential impact that budget proposals could have on performance. This would ensure a more accurate way of analysing spending and outcomes. | | | Alex Colyer / Paul Howes | Alex Colyer / Paul Howes | The portfolio holder is satisfied that integrated business monitoring reports are meeting this objective. |
| | | | | | | | Paul Howes | Paul Howes | Corvu gives ready access to performance data. |
| | | | | | | Corporate managers tasked to ensure that 2010/11 service plans deliver this objective. | Paul Howes | Paul Howes | Review of service plans showed that budget and performance had been linked. |

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| 1.1.3 | The capital programme takes account of Major Repairs Allowance criterion rather than Financial Reporting Standard 15. (Some things allowed under MRA are not "capital".)

[Note: This resulted in reclassifying approximately £40,000 of £12,000,000 expenditure in the 2008/09 accounts.] | G | 3 | The use of FRS 15 will continue to be applied to future years' estimates and final accounts. | With immediate effect | Classification of expenditure in the estimates (**January/ February 2010**) and final accounts (**April 2010**). | Alex Colyer | Adrian Burns | |
| 1.1.4 | Planned improvements in financial management have not been achieved. | A | 4 | The appointment of the Executive Director (Corporate Services) has meant that these improvements have been progressed.

The Finance Task & Finish Group made 11 recommendations in a report to Cabinet in March 2009. | March 2010 | Progress is being monitored through the separate "Cabinet Action Plan". **Monthly**.

The final Task & Finish Group report is going to Scrutiny & Overview Committee and to Cabinet in **April 2010**. | Alex Colyer | Jackie Sayers | 7 actions were complete by December 2009; the remainder are on target for completion; some will be actioned in 2010/11. |

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| 1.1.5 | Members consider that residents and stakeholders do not have sufficient involvement in the financial planning process. | A | 5 | Involve residents & stakeholders more in the financial planning process. | March 2011 | Consultation with residents via **Winter 2009** South Cambs magazine and online**.** | | | Consultation closed on 15 January 2010. Results being fed via SMT to Cabinet budget report. |
| | | | | | | Focus group with residents on **16 December 2009** about how to present financial information in a more understandable way. | | | Council Tax leaflet amended in 2010 in response to this; other points raised will be implemented next year. |
| | | | | | | Review the cycle, and level, or budget consultation with the intention of, in future years, seeking to consult in more depth on specific services priorities. Links will be developed with future Place Surveys and customer satisfaction initiatives. **March 2011** | Paul Howes | Georgina Hayward | |
| | | | | | | Presentation made to the Cambridge Chamber of Commerce, **15 February 2010** | Alex Colyer | Nicole Kritzinger | |
| 1.1.6 | There is a variable level of understanding of why variances occur between budget and outturn. | G | 6 | Include more detail in financial position reports, estimate reports and statement of accounts explanatory foreword. | April 2010 | Next financial position report to the end of January 2010: - to SMT, **24 February 2010** - to Finance & Staffing Portfolio Holder, 17 March 2010. | Alex Colyer | Adrian Burns | Reported to SMT and Finance & Staffing Portfolio Holder as per Milestones. |

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| 1.1.7 | The expected outcomes from additional finance training have not been identified or measured. | A | 7 | Expected outcomes to be identified: - for Members, in the Members' Development Plan; - for officers, in Personal Development Plans; and measured: - for Members, through Member surveys; - for officers, through the Performance and Development Review Scheme. Financial management is a key component of the Management Competency Framework. | March 2010 | (Note: This also emphasises the importance of both completing development plans and attending identified development events.) | Alex Colyer | Members: Alex Colyer and Adrian Burns, via Democratic Services Officers: Alex Colyer and Adrian Burns, via HR | A finance training session was held for non-Executive Members on 4 February 2010. This informed the subsequent scrutiny of the budget. |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |

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| **1.2 - Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?** | | | | | | | | | |
| 1.2.1 | Identification of costs drivers and their consequential impact on operational service performance is not well developed. | | 8 | As 2. above. | | | | | |
| 1.2.2 | The "good practice" standards' approach to reviewing Housing Voids is not uniformly adopted for service reviews. | A | 9 | Obtain information from Housing and from ICT (re the ICT service review) on the approaches used; produce template & guidelines for other services to follow. | March 2010 | Link to point 10 – good practice approach will be incorporated into refresh of guidance. | Paul Howes | Richard May | As 10 below |

| KLOE | Area for Improvement identified | Status | Action Number | Action | Completion Date | Milestones | Accountable Officer | Responsible | Progress Update 3 - March 2010 |
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| 1.2.3 | Outcomes for initiatives are not always clearly defined at the onset. | A | 10 | Make sure desired outcomes are clearly articulated in reports and other documents at the outset of projects or initiatives.<br><br>(Recent examples include: refuse & recycling service review; shared revenues & benefits service; housing restructure.) | March 2010<br><br><br>during 2009/10 | Review and refresh the Project Management toolkit and guidance. Distribute to all relevant staff and make available on the intranet. **September 2010**<br><br>Develop and deliver a comprehensive training programme to ensure compliance and consistency across the organisation. **September 2010** | Paul Howes | Richard May | Initial report was considered by SMT on 27 January 2010. Review began in March 2010 |
| 1.2.4 | There is a lack of integration in performance and financial reporting. | A | 11 | As 2. above. | March 2010 | Develop new reporting template; launch improvements by **March 2010**.<br><br>Will embed and continually review this reporting process **during 2010/11**.<br><br>(Note: The main milestone of developing the new template will be done by March 2010; the second milestone is really an on-going process of review that should happen anyway, hence the reason for the completion date being March 2010.) | Paul Howes and Alex Colyer<br><br><br>Paul Howes | Graham Smith and Ian Salter | Integrated business monitoring reports were in place during 2008/09. We are reviewing the way in which these reports are presented, with the aim to achieve more meaningful integration and reflect that quarterly reports are now going to Portfolio Holders and only the year-end report to Cabinet. |

| KLOE | Area for Improvement identified | Status | Action Number | Action | Completion Date | Milestones | Accountable Officer | Responsible | Progress Update 3 - March 2010 |
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| 1.2.5 | Post implementation reviews and knowledge sharing between departments is not an organisational norm. | A | 12 | As (10) above. This is the other end of the project from identifying aims and objectives and so will be covered by refresh of the project management toolkit guidelines. | September 2010 | Review and refresh the Project Management toolkit and guidance. Distribute to all relevant staff and make available on the intranet. **September 2010**<br><br>Develop and deliver a comprehensive training programme to ensure compliance and consistency across the organisation. **September 2010**<br><br>Projects in progress during the past 12 months will be identified and a schedule compiled of when post implementation reviews are to be reported. | Paul Howes | | Initial report was considered by SMT on 27 January 2010. Review began in March 2010 |
| | | | | To make Community & Customer Services the conduit for sharing learning/ information across the organisation. | March 2010 | CCS to develop quarterly e-newsletter outlining progress in previous quarter e.g. reviews completed, consultation activity, changes to population figures etc.<br><br>(Note: Customer Service Excellence has a post implementation review built in to the project plan.) | Paul Howes | | SMT report agreed 27 January 2010 – outlining commitment to CCS becoming 'information hub'<br><br>Area profile complete – launched at end March 2010 |

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| 1.2.6 | VFM resulting from partnership working has not been fully established or monitored on a consistent basis. | A | 13 | Ensure that all service areas have regard to VfM principles and undertake an assessment of their VfM performance. | March 2010 | Develop corporate VfM self assessment template **(March 2010)**<br><br>Carry out VfM self assessments for all service areas to feed into CAA and Use of Resources self assessments **(July 2010)** | Paul Howes | | VfM self assessment template agreed by SMT on 27 January 2010 to be rolled out asap. On track to have programme of reviews and pilots in place by end of March 2010 |
| | | | | For significant partnerships, identify baselines where these exist/ establish baselines where they do not;<br>monitor against baselines. | March 2010 | Investigating suitable methods and whether this should be applied to all partnership working or just formal partnerships;<br>The methodology adopted will be implemented in a phased prioritised way. | Paul Howes | Gemma Barron | A scrutiny task and finish group was established in December 2009, looking at partnerships contributing to services for children and young people. |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |

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| **1.3 - Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?** | | | | | | | | | |
| 1.3.1 | No analysis of the reasons for outturn to budget variances has been completed e.g. changed circumstances or incorrect budgeting. | | 14 | As 6. above. | | | | | |
| 1.3.2 | Integrated business monitoring reports for financial and performance information are in the early stages of development. | | 15 | As 2. above. | | | | | |
| 1.3.3 | Closedown procedures and quality review do not ensure that the Statement of Accounts is fully compliant with the SORP. | A | 16 | The external auditor is to provide a schedule of matters (required working papers) to be taken into account in 2009/10.<br><br>The auditor has also provided a final accounts memorandum on 2008/09, received 8 February 2010, covering matters relevant to the 2009/10 accounts. | In time for 2009/10 closedown timetable | Include in the accounts closedown procedures and timetable; attend training as required.<br><br>The valuer will be clearly instructed by Accountancy; initial contact made in late December 2009 – the District Valuer replied in early January 2010. | Alex Colyer | Adrian Burns/ Sally Smart | Training attended: • Final accounts workshop; • Cipfa Property Advisory Service capital; • Cipfa Finance Advisory Network 2009/10 accounts seminar<br><br>Discussions are ongoing with the DV |
| 1.3.4 | External reporting is not seen as being user friendly. | A | 17 | Ensure that information that is published is in an accessible format for stakeholders and the public.<br><br>The Finance Task & Finish Group also looked at this. | October 2010 | Customer service excellence issue; may be specific actions during 2010-11 project.<br><br>The Council's annual accounts are due for publication during summer 2010. | Paul Howes | Corporate Issues workstream of CSE project | CSE project is coming to the end of the self assessment phase and is looking at the quality of information provided to customers externally |

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| 1.3.5 | An action plan for the implementation of IFRS has not been prepared and approved by Members. | **A** | 18 | To be included in Accountancy's improvement plan as part of the service planning process.<br><br>An IFRS project plan will accompany external audit's presentation. | March 2010 | Members will receive a presentation on IFRS from the auditors and an action plan from the Head of Accountancy at the **March 2010** Corporate Governance Committee. | Alex Colyer | Adrian Burns<br><br>External Audit/ Adrian Burns | |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |

## GOVERNING THE BUSINESS

**How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?**

| KLOE | Area for Improvement identified | Status | Action Number | Action | Completion Date | Milestones | Accountable Officer | Responsible | Progress Update 3 - March 2010 |
|---|---|---|---|---|---|---|---|---|---|
| KLOE: 2.1: Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money? | | | | | | | | | |
| 2.1.1 | The expected outcomes for partnership initiatives are not clearly established at the onset making it impossible to evaluate the success or otherwise of a project. | A | 19 | Ensure that expected outcomes for partnership initiatives are clearly established at the outset of the initiative. | March 2010 | Evaluation and review of existing partnerships carried out **March 2010** | Paul Howes | Gemma Barron | We already do this for our significant partnerships http://insite/admin/documents/retrieve.asp?pk_document=907220 and this is included as guidance in the partnerships toolkit.<br><br>We have now updated our matrix of partnerships and will again include a partnerships register, which includes outcomes, for our significant partnerships. |
| 2.1.2 | The Council has not identified how it will use procurement to achieve its strategic objectives. | G | 20 | The Audit Commission provided comments on the proposed revised procurement strategy. | March 2010 | The updated procurement strategy was taken to the Planning Portfolio Holder meeting in **March 2010**. | Alex Colyer | John Garnham | The updated procurement strategy was approved by the Planning Portfolio Holder in March 2010. |

| KLOE | Area for Improvement identified | Status | Action Number | Action | Completion Date | Milestones | Accountable Officer | Responsible | Progress Update 3 - March 2010 |
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| 2.1.3 | The views of other affected and interested parties as well as partners are not always obtained prior to decision-making. | A | 21 | Involve residents & stakeholders more in the financial planning and decision making process. | September 2010 | Develop new Consultations Strategy **(September 2010)**<br><br>Develop Consultation Toolkit **(September 2010)**<br><br>Develop Consultation database, allowing interactive record of all consultation activity occurring within the authority to be kept/publicised **(September 2010)**<br><br>Develop a corporate stakeholders list **(September 2010)** | Paul Howes | | All reports contain a standard section setting out who has been consulted on the matter under consideration. |

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| 2.1.4 | The Council needs to acquire a better understanding of the supply market. | A | 22 | When we have a specific procurement project where our understanding of the supply market is less, investigate the supply market before drawing up the specification and inviting tenders (e.g. planning IT system).<br><br>Remind staff of range of frameworks etc available.<br><br>Consider ways in which future commissioning needs can be made known to potential suppliers.<br><br>(Note: We are limited in how much we can support the supply market without being anti-competitive; plus, lack of finance and capacity.) | As part of each individual project timetable<br><br><br><br>March 2010<br><br><br>? | | Alex Colyer | Sean Missin and procurement / commissioning manager(s)<br><br><br>Sean Missin<br><br><br>? | A good understanding of the supply market for particular priority spend areas:<br>- construction;<br>- waste management;<br>- energy;<br>- transport.<br><br>Participation in various frameworks and partnerships (Cambs CC, ESPO, OGC, CPG, etc).<br><br>Signed up to the Cambs Compact.<br><br>The contracts database and service plans inform our future needs. |

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| 2.1.5 | The service review programme has not been achieved. | A | 23 | Improve services through the completion of a programme of service reviews. | March 2011 | Develop programme of future reviews – link with VfM action (1.2.6) **(September 2010)**<br><br>Review & refresh corporate Project Management methodology **(September 2010)**<br><br>Carry out structured training programme on refreshed Project Management methodology **(March 2011)** | Paul Howes | | A number of significant service reviews either have recently been conducted or are being conducted, e.g. ICT, New Communities, Housing, Planning.<br><br>Initial report was considered by SMT on 27 January 2010. Review will begin in February 2010 |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all rvices. ||||||||||

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| **KLOE: 2.2: Does the organisation produce relevant and reliable data and information to support decision-making and manage performance?** | | | | | | | | | |
| 2.2.1 | Data quality monitoring is not consistent throughout the Council. | A | 24 | Ensure that data quality is consistent across the organisation and that data is robust and of good quality enabling sound management decisions to be made. | March 2010 | Agree Performance Management Manual by **March 2010.**<br><br>Refresh Data Quality Strategy and include within Performance Management Manual, including links to Knowledge Management work. | Paul Howes | | Draft Performance Management Manual completed – will go to SMT on 31 March 2010 for approval |
| 2.2.2 | CORVU is not fully embedded with the Council's performance management regime, with additional training and detailed links to service planning being required. | A | 25 | Facilitate the further development of CorVu into a fit for purpose, comprehensive performance monitoring/ improvement tool. | July 2010 | Develop a post implementation action plan to maximise the effectiveness of the system **(July 2010)** | Paul Howes | Ian Salter/ Senior Policy and Performance Officer | Review started – currently looking at accessibility to system, number of administrators etc |
| 2.2.3 | Instances of inadequate audit trails in support of performance indicators, which could not be easily reproduced. | A | 26 | Promote the effective use of performance information within service areas and ensure that current information produced is fit for purpose and relevant. | July 2010 | Agree Performance Management Manual by **March 2010**<br><br>Review existing performance monitoring arrangements and performance measures for all service areas **(July 2010)**<br><br>Carry out audit spot checks of 2009/10 performance indicators **(July 2010)** | Paul Howes | Richard May | As for (24) above, Performance Management Manual will include guidance on providing adequate PI audit trails. |

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| 2.2.4 | Inconsistent approach to the production and retention of detailed guidance and procedure notes with knowledge residing with a single officer. | A | 27 | Produce template (need exemplar ?); list systems; prioritise (business critical); action plan. | March 2010 | IGWG members will be requested to identify Information Asset Owners and request confirmation that documented procedures are available. This exercise is part of the Data Handling Guidelines (best practice) and will form part of the Council's Information Governance Policy and Strategy. Note: All SCDC purchased systems come with user manuals. For SCDC applications, users provide instructions as appropriate. | Alex Colyer | IGWG/ Information Asset Owners | Stephen Horner and Ian Salter agreed to look at data quality at the IGWG meeting 8/12/09, so this may be picked up as part of that. |
| 2.2.5 | Fixed asset register does not fully comply with the requirement of the SORP. | A | 28 | A revised fixed asset register that substantially meets the requirements has been produced for the 2008/09 accounts. | March 2010 | Further work is currently being undertaken and the need for further development/ replacement of the register will be considered. | Alex Colyer | Adrian Burns | The current fixed asset register (Excel spreadsheets) will continue to be used for 2009/10 with amendments to deal with possible increases in asset values; a replacement system is a longer term issue. |

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| 2.2.6 | The failure to fully develop procedures to share and receive quality information in respect of partnerships reduces the quality of performance monitoring for those partnerships. | A | 29 | Ensure that effective procedures are in place to share quality information between partners. | March 2010 | Develop information sharing protocols to facilitate the sharing of data across partnerships. | Paul Howes | Stephen Horner/ David Lord/ Ian Salter & Gemma Barron | Information Sharing Protocols have now been drafted, which include clauses about the quality and integrity of data being shared.

In addition, the Data Quality Policy and Strategy is being revised to include further guidance and procedures to validate and ensure the accuracy of all data shared.

Once finalised current information sharing protocols to be reviewed. |

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| 2.2.7 | The improvements expected from projects/ systems redesign are not always identified. | A | 30 | As (10) above. (Project management)

The ICT and Information Governance Steering Group (ICTIG) and SMT are keen to ensure the Project Management Toolkit is used to provide the appropriate controls and management of all projects (ICT or otherwise).

This message needs to be well rehearsed and understood.

By using a proper PM methodology, all such requirements can be easily described and monitored. | September 2010 | Review and refresh the Project Management toolkit and guidance. Distribute to all relevant staff and make available on the intranet. **September 2010**

Develop and deliver a comprehensive training programme to ensure compliance and consistency across the organisation. **September 2010** | Paul Howes | Richard May | Initial report was considered by SMT on 27 January 2010. Review began in March 2010 |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |

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| **KLOE: 2.3: Does the organisation promote and demonstrate the principles and values of good governance?** | | | | | | | | | |
| 2.3.1 | Members do not have individual development plans. | A | 31 | Member Development Programme. | March 2011 | Member Development Charter - aim to achieve Charter accreditation by **March 2011** | Fiona McMillan | Fiona McMillan | Work underway to create individual development plans |
| 2.3.2 | Training feedback is based on `soft' issues rather than independently verifiable and measurable outcomes. | A | 32 | Change feedback form. There is a pre- and post-evaluation form, agreed March 2009, which sought measurable aims and outcomes. This needs to be embedded within the organisation. | March 2011 | Member Development Charter - aim to achieve Charter accreditation by **March 2011** | Fiona McMillan | Fiona McMillan | Internal Audit review of Member Development in March 2010; draft report received. |
| 2.3.3 | The strengthening of senior management capacity has yet to be achieved. | G | 33 | Now achieved. | N/a | | N/a | | |
| 2.3.4 | The purpose and outcomes that each partnership will deliver have not been established. | A | 34 | Ensure that each partnership that the council enters into has a clear purpose, terms of reference and identifiable outcomes. | March 2010 | Review all partnerships to ensure that they have clear terms of reference and identifiable outcomes **(March 2010)** | Paul Howes | Gemma Barron | Revised terms of reference with purpose and outcomes are in place for the countywide thematic strategic partnerships as well as strengthened governance arrangements for the LSP and CDRP, which were reviewed in 2008/09. |

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| 2.3.5 | Customer services and complaints handling have improved, although not to the planned extent. | A | 35 | Achieve Customer Service Excellence accreditation. | March 2011 | Revised Complaints and Compliments Policy adopted. **December 2009**<br><br>The action plan to improve customer services and complaints handling has been produced and exists in the form of the Customer Service Excellence project document. The project is due for completion by **March 2011**. | Paul Howes | Paul Knight | Stage 1 of the project is in progress and focuses on awareness raising and training. Project is on schedule. |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |

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| **KLOE: 2.4: Does the organisation manage its risks and maintain a sound system of internal control?** | | | | | | | | | |
| 2.4.1 | Risk registers are becoming more important in the operational and strategic management of the Council. | A | 36 | Get the risk registers set up in CorVu. | March 2010 | Ascertain availability of consultancy and funding, **December 2009**<br><br>Prepare prioritised programme, **January 2010**<br><br>Implement programme, **March 2010** | Alex Colyer | John Garnham | Policy & Performance are working on a project plan to set risk registers up in CorVu. |
| 2.4.2 | Delay in agreeing internal audit report on fraud prevention and security. | A | 37 | Now agreed; various actions being implemented. | March 2010 | | Alex Colyer | John Garnham | |
| 2.4.3 | The Annual Governance Statement focuses on processes and actions but does not cover the outcomes that these seek to achieve. | G | 38 | Make sure outcomes sought are clearly articulated. | March 2010 | Draft Annual Governance Statement (AGS) to Corporate Governance Committee in March 2010. | Fiona McMillan | Fiona McMillan | The purpose of the AGS is clearly stated, together with framework and principles; processes and actions are to meet these and audit recs. |
| 2.4.4 | Procedure notes and manuals are not available for all business critical systems. | A | 39 | As 27 above<br><br>Produce template (need exemplar ?); list systems; prioritise (business critical); action plan. | March 2010 | IGWG members will be requested to identify Information Asset Owners and request confirmation that documented procedures are available. This exercise is part of the Data Handling Guidelines (best practice) and will form part of the Council's Information Governance Policy and Strategy.<br>Note: All SCDC purchased systems come with user manuals. For SCDC applications, users provide instructions as appropriate. | Alex Colyer | IGWG/ Information Asset Owners | Stephen Horner and Ian Salter agreed to look at data quality at the IGWG meeting 8/12/09, so this may be picked up as part of that. |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |

## MANAGING RESOURCES

**How well does the organisation manage its (natural resources, physical assets, and) people to meet current and future needs and deliver value for money?**

| KLOE | Area for Improvement identified | Status | Action Number | Action | Completion Date | Milestones | Accountable Officer | Responsible | Progress Update 3 - March 2010 |
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| **KLOE: 3.3: Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?** | | | | | | | | | |
| 3.3.1 | Management competency and learning framework developed in 2008/09, starting to be introduced in 2009/10. | **G** | 40 | Framework introduced to support competency assessments. Chartered Management Institute qualifications being delivered at levels 3, 5 and 7. Corporate management training programme published on InSite. | March 2010 | 1st cohort to complete Level 3 programme **June 2009** Level 5 programme to commence | Susan Gardner Craig | Jill Mellors | Level 3 cohort completed June 2009 |
| 3.3.2 | Workforce plan skills, attitudes and behaviours are not included in job and person specifications. | **G** | 41 | Workforce Plan reviewed in 2009. Action Plan developed. Job descriptions and person specs outline key skills required for the job. Introducing competency assessments for manager & supervisor roles prior to recruitment. | Immediate | Workforce Plan to Cabinet for approval | Susan Gardner Craig | Susan Gardner-Craig | Cabinet approved Sept 2009 |

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| 3.3.3 | IIP accreditation achieved in February 2009 but benefits in terms of operational performance have not been identified or assessed. | G | 42 | Many of the benefits and issues within IiP will be assessed through the employee survey. This will check our progress and point to where additional work is needed. | December 2009 | Employee survey scheduled for **October 2009**<br><br>Agree action plan with EMT – **January 2010** | Susan Gardner Craig | Ian Cawthra | Survey completed – October 2009 Results available - November 2009 Improvement shown against 2008. Action Plan agreed at EMT January 2010 |
| 3.3.4 | Workforce planning is short term. | A | 43 | Workforce Plan covers period up to 2012. | December 2010 | Review Workforce Plan Update Workforce Plan by **December 2010** | Susan Gardner Craig | Susan Gardner Craig/ Paul Howes | Review of Workforce Plan during 2010 |
| 3.3.5 | Staff vacancies contribute to failure to achieve expected performance. | A | 44 | For each vacancy, identify resources needed to continue to achieve expected performance; if resources not made available, understand impact on performance. | Immediate | Managers to:<br>o reallocate work<br>o utilise secondment opportunities<br>o use internal adverts<br>o assess risk | Susan Gardner Craig | Line managers | Freeze on vacancies at present – internal advertising only. |
| 3.3.6 | The Council moved to Level 2 of the Local Government Equality Standard in June 2009. | A | 45 | Reach Level 3 'Achieving' standard. | September 2010 | Action plan to achieve level 3 is work in progress | Paul Howes | Richard May/ Paul Williams | Some slippage in timescale set due to a delay in recruiting an Equalities Project Officer to progress the programme of Impact Assessments. However the new officer started at the beginning of March 2010. |
| The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all. | | | | | | | | | |