| Recommendation | Comment | Responsible Officer | History |
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| The authority has made a commitment to carbon reduction and has established a Climate Change Strategy.  Ensure that the Strategy is successfully implemented over the next three years. | In November 2008, Cabinet agreed to a set a carbon reduction target of 3% per year, aiming towards a 20% reduction by 2016 and 30% by 2021. The Climate Change Action Plan that was adopted in 2005 has been successfully implemented. MBC are currently part of the Energy Saving Trust One to One Programme and are developing a Carbon Reduction Action Plan in conjunction with this programme which will replace the current Climate Change Action Plan when it is adopted in Spring 2010. | Jim Boot | This action is a 'general' action and was introduced in 2007-08 and was revised in 2009 |
| The council should address the tensions between the pressures for rapid development and environmental protection through the LDD. | This is inherent in all the Local Development Plan documents and forms part of the work programme this recommendation is now embedded | Brian Morgan | This action is a 'general' action and was revised  in the 2007-08 update |
| The local plan should be risk managed. Councillors should receive sufficient information about the progress of the plan to enable them to take timely corrective action. This is to be conducted as part of the LDD. | The Local Development Scheme sets a programme for the Local Development Documents that replaces the Local Plan.  Councillors are involved as part of the work programme and regular monthly meetings are in place. | Brian Morgan | This action is a 'general' action and was revised  in the 2007-08 update |
| Implement the Air Quality Action Plan (AQAP) | A draft document has been written and interested parties have been requested to complete a consultation exercise with identified issues of concern. The Health Impact Assessment has been completed and will be fed into the finalised Action plan which is still scheduled to be completed by April 2010. | Steve Wilcox | This is a 'general' Action and was introduced in the 2008-09 update and was revised in 2009. |
| The asset management plan should provide clear forward looking strategic goals for its property assets, how they will be maintained, modernised and rationalised. | The new asset management plan which recognises these goals is being adopted by Council April 2010 | David Tibbit | This action was introduced from the Council's 2006-07 Use of Resources assessment |
| The council should use its property portfolio as a driver and enabler of change and should exploit the opportunity cost of its property to deliver value for money. | The regeneration project group act as a catalyst for regeneration and obtaining of other community benefits | David Tibbit | This action was introduced from the Council's 2006-07 Use of Resources assessment |
| Findings of the standards committee should be communicated to the wider public and that effective action has been taken from the issues raised. | Following meetings early last year this information is now publicised on the website. | Paul Fisher | This action has been introduced from the Council's 2006-07 Use of Resources assessment |
| The council can demonstrate a strong counter fraud culture across all departments. Staff have clearly acknowledged and accepted their responsibility to prevent and detect fraud and corruption. | The Council's strong counter fraud culture has been demonstrated consistently over a number of years and is thoroughly embedded. Ongoing attention is given to ensure that the culture is maintained. This is no longer a strategic improvement issue. | Brian Parsons | This action was introduced in 2008-09 from the Council's 2007-08 Use of Resources assessment |
| Successful cases of proven fraud/corruption are routinely publicised  to raise awareness. | The service has adopted a policy to publicise all cases of proven fraud for which successful prosecution has been achieved, with a 100% coverage. | Steve McGinnes | This action was introduced in 2008-09 from the Council's 2007-08 Use of Resources assessment |

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| The Council can demonstrate its staff, and staff within contracting organisations, have confidence in the whistle blowing arrangements and feel safe to make a disclosure. | The Council's whistle blowing arrangements have been in place for a number of years and are fit for purpose. Ongoing attention is given to ensure that whistle blowing arrangements are effective. This is no longer a strategic improvement issue. | Brian Parsons | This action was introduced in 2008-09 from the Council's 2007-08 Use of Resources assessment |
| The Council has made effective *use of the NFI application functionality to* identify data matches for review. These were investigated promptly to prevent prolonged exposure. | NFI is now an established process with a whole range of service data being used on a biennial basis. The various service managers take responsibility for providing the data and investigating the data matches. Internal Audit take a facilitation role and also review the process to ensure that investigatory action has been taken. This is no longer a strategic improvement issue. | Brian Parsons | This action was introduced in 2008-09 from the Council's 2007-08 Use of Resources assessment |
| Ensure that the action taken to improve priorities of waste collection and recycling leads to performance levels matching other Council services. | The implementation plan for the Best Value Review has been agreed. As part of this, improvements in service, monitoring and educational work are being developed to ensure increased performance levels are achieved. In addition, research is being undertaken with high performing authorities to identify best practice. Relationships with key stakeholders, such as local recycling reprocesses, are also being developed to ensure productive partnerships are maintained and improvements in performance can be maximised. The roll out of the new recycling scheme has already seen performance increase to 38% | Steve Goulette | This action has been introduced following the Council's 2007-08 Direction of Travel Letter |
| Improve areas of weakness where Audit reports have shown a level of assurance lower than substantial – five areas were identified in March 2009 relation to; •Aspects of section 106 agreements •Refuse Collection Management •Gypsy Sites •Climate Change •Freedom of Information | Internal Audit carry out a follow-up to all internal audit reports. The follow-ups have confirmed that appropriate action has been taken for Refuse Collection Management, Gypsy Sites and Freedom of Information. However, the arrangements for Section 106 Agreements were still considered to provide only limited control assurance at the time of the follow-up. A further follow-up will take place during 2010/11. | Brian Parsons | This action was introduced in 2009/10 from the Annual Governance Statement for 2008/09 |
| Supplementary planning guidance should be updated in particular the guidance on noise, housing, and shop fronts. The guidance should be coherent and written in plain language It should be amended to reflect the LDS - the Core Strategy will address this issue with an adoption date of late 2008. | Supplementary planning guidance was not saved in September 2007 as part of the development plan and this recommendation has now moved on. The core strategy will be adopted in December 2011. | Brian Morgan | This action is a 'general' action and was revised as part of the 2007/08 update |
| Integrate the management of the asset base with that of other public agencies to identify opportunities for shared use of property and to ensure the best services for users. | The Council is now taking part in the Total Place scheme piloted by KCC which is focuses on identifying and progressing these opportunities | David Tibbit | This action was introduced in 2008-09 following the Council's 2007-08 Use of Resources assessment |
| The Council should give evidence that employees of contracting organisations are made aware of the Council's whistle blowing arrangements. | The requirement that contractors make their employees aware of the Council's whilst blowing arrangements now forms a condition of all Council contracts and is monitored accordingly. This is no longer a strategic improvement issue. | Brian Parsons | This action was introduced in 2007-08 following the Council's 2006-07 Use of Resources assessment |

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| The medium-term financial strategy models balances, resource requirements, and 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. | Three scenarios were used in modelling the MTFS for 2010/11 onwards and the process will continue in future years. | Paul Riley | This action has been introduced from the Council's Use of Resources assessment in 2007-08 |
| The Council should implement arrangements for partnership including exemplary arrangements to produce reliable data. There should also be a clear understanding of the total resources at the disposal of the partnerships. There should be a track record of partnerships delivering improved value for money. | In progressing a number of part ships detailed business case have been prepared covering a range of information including performance and cost. The council continues to perform strongly on Data Quality and this was assessed most recently on the Use of Resources assessment in 2009. | David Edwards | This action has been introduced from the Council's Use of Resources assessment in 2006-07 |
| The council considers and tracks with its significant partners the impact on users when making decisions on reducing costs. | Needs to continue to develop as some Kent wide work has been commissioned on the effects on varying public sector organisations. | Paul Riley | This action has been introduced from the Council's Use of Resources assessment in 2007-08 |
| Examples of good practice in securing data quality are publicised to all relevant staff. | Examples of both good and bad practice in data quality are discussed with heads of service and manager at quarterly review of progress meetings. The Data Quality Policy adopted earlier in the year requires that heads of service ensure staff are aware of how data quality relates to their work. | Georgia Hawkes and All Heads of Service | This action has been introduced from the Council's Data quality assessment in 2006-07 |
| Undertake regular reviews to ensure that outputs are timely, accurate, clear and in a format convenient to users. | The format of the for 2009/10 quarterly corporate performance reports has been discussed and agreed with Cabinet. The format for reporting performance on the Sustainable Community Strategy has also been discussed and agreed by the LSP Board. In terms of ensuring accuracy of data, the Performance Officer has started to undertake spot checks of performance indicator results every quarter. | Georgia Hawkes and All Heads of Service | This action has been introduced from the Council's Data quality assessment in 2006-07 |
| Undertake an assessment of the data quality skills that are in place across the workforce and identify potential gaps and assess how well staff, understand their roles and responsibilities with regard to data quality. | In November a data quality questionnaire was sent to over 100 staff across all levels of the Council. There was a good response rate. Only 17% of staff identified a need for further training, but only 58% knew the Council had a data quality policy and only 51% were aware of data quality arrangements in their service areas. This is probably because only 27% of those who responded were responsible for reporting performance information onto Excelsis. However, this has highlighted a need to raise the profile of data quality across the organisation. Various actions are planned in the next 6 months, including a presentation to unit managers and the staff forum. Improvements have been made to the information given to new managers. | Dena Smart and Georgia Hawkes | This action has been introduced from the Council's Data quality assessment in 2006-07 |

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| Continue plans to carry out detailed scenario planning for performance information systems, making changes to address any weaknesses identified. | A data quality audit has been carried out and a substantial rating was awarded. A data quality action plan is in place to ensure that arrangements are robust, including undertaking more checks on data and rising awareness in the authority. In December Management Team approved the procurement of a new Performance and Risk Management system to replace excelsis know as Covalent.  The new system has more capabilities than excelsis  which should help improve data quality further and promote accountability. | Georgia Hawkes and All Heads of Service | This action has been introduced from the Council's Data quality assessment    in 2007-08 |
| Following establishment of the competency framework, evaluate training to ensure it is current and tailored to achievement of the DQ competencies. | Further training on data quality will be carried out with staff throughout the organisation within the next 6 months. | Dena Smart and Georgia Hawkes | This action has been introduced from the Council's Data quality assessment    in 2007-08 |
| Undertake an analysis of the level of the risk of data being misstated, the likelihood and impact of data errors and/or accuracy required in the reported performance. | The Performance Officer now undertakes spot checks on reported performance indicators quarterly. Data quality issues are covered with heads of service and key managers quarterly at review of progress meetings. | Georgia Hawkes and All Heads of Service | This action has been introduced from the Council's Data quality assessment    in 2007-08 |
| Integrate actions developed from the Place Survey into service improvement work across the authority, ensuring that key issues are addressed. | The Place Survey final report was received in December. The Council has already used the initial results to put in place multi-service area action plans to improve resident satisfaction in key areas like street cleansing, sports and leisure facilities and doorstep recycling. Work has been carried out to look at significant differences at a ward level. Key findings and actions will be reported to Cabinet in March 2010. | Paul Taylor, Georgia Hawkes, Roger Adley, All Managers | This action was introduced following the Place Survey in 2008-09 |
| Progress and monitor action plans to improve satisfaction on those services where one in five people were dissatisfied with the service. | Action plans have been created for all areas where at least 1 in 5 people were dissatisfied. A report detailing changes to the place survey out-turns (now they have been weighted) and updates on the place survey action plans and indicators is due to go to Cabinet in March. | Georgia Hawkes | Place survey 2008-09 |
| Further work is required during 2009/10 to build on work currently undertaken by the Council with partners on delivering outcomes for the public. Further developments may include involving partners in overall planning processes to deliver organisational and shared objectives, a clearer understanding of total resources at the disposal of significant partnerships, and regular reviews of the financial performance of significant partnerships, clearly linked to outputs. | Work has continued in this area most recently in Neighbourhood action plans, neighbourhood forums and on resource mapping with the LSP. | Paul Taylor and Paul Riley | This action was introduced in 2009 following the Annual Governance Statement for 2008/09 |
| Continue to integrate data quality management into the service planning process. Within these service plans, each section manager will produce a statement on how they will assure data quality and publicise expectations to staff. | Managers have to explain how their service adheres to the Data Quality Policy in their service plans. This will be further developed in the service plan action planning process in 2010/11 | Service Managers | This action has been introduced from the Council's Data quality assessment    and was revised in 2007-08 update |

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| Improve qualitative processes for producing the financial statements to ensure the accounts presented for approval are free from significant errors and supported by a robust set of working papers. | Areas were identified as part of this 2008-09 Audit and actions have been identified to address these specific areas in the updated CIP | Paul Riley | This action was introduced following the annual governance report in 2007-08 |