









Appendix A Corporate Improvement Plan

Action Status	
	Cancelled
	Overdue;
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed

Objective 002 Monitoring effectiveness of counter fraud partnership with Tunbridge Wells


Code	Title	Due Date		Assigned To	Latest Note
CIP 002.01	Provide the Cabinet Member for Corporate Services and the Corporate Services Overview and Scrutiny Committee with an update on the operation of the counter fraud partnership	31 Aug 2010		Steve McGinnes	A joint report is planned for the Overview and Scrutiny Committee for both Maidstone and Tunbridge Wells in September, with a further report planned for the Audit Committee.

Objective 003 Addressing the outstanding learning and development issues from the IIP reassessment and equality impact assessments


Code	Title	Due Date		Assigned To	Latest Note
CIP 003.01	Create action plan of outstanding L&D issues to be implemented before reassessment	31 Jan 2011		Claire Hayes	Against Indicator 4 - MKIP Management Development Programme has been devised and delivered through 2010 with new dates for 2010/11. Indicator 5 - restructures are still taking place, will commence work on this at a later period. Indicator 10 - Workforce Plan will include skills matrix
CIP 003.02	Undertake child protection training	30 Apr 2010		Claire Hayes	This has been added to Ivy learning and is now a requirement for all staff to complete.

Code	Title	Due Date		Assigned To	Latest Note
CIP 003.03	Include Transgender training on the new corporate training calendar	30 Jun 2011		Claire Hayes	Sessions added in quarterly for 2010/11

Objective 004 Improve areas of weakness where Audit reports have shown a level of assurance lower than substantial one area remains outstanding since March 2009: Aspects of section 106 Agreements




Code	Title	Due Date		Assigned To	Latest Note
CIP 004.01	Undertake six monthly follow-up review by Internal Audit on these areas to ensure recommendations have been implemented	30 Sep 2010		Brian Parsons	This is an ongoing process. All reports are followed-up after six months. Where action has not been taken, the Head of Service is made aware in a report, with a copy to the Director and the Chief Executive. If this occurs in an area where only limited control assurance was in place at the time of the original audit, the lack of action will be reported to a meeting of the Audit Committee.

Objective 005 Further work is required to build on work currently undertaken by the Council with partners on delivering outcomes for the public.




Code	Title	Due Date		Assigned To	Latest Note
CIP 005	Further work is required to build on work currently undertaken by the Council with partners on delivering outcomes for the public.	30 Sep 2010		Zena Cooke	The Local Strategic Partnership (LSP) has been significantly strengthened in terms of representation and governance arrangements. The Safer Maidstone Partnership is now formally part of the LSP and its priorities and objectives are being aligned to ensure consistency in delivering outcomes. The LSP has commissioned a resource mapping exercise to identify the total public sector spend in Maidstone with a view to redirecting resources in line with service priorities and areas of

Code	Title	Due Date		Assigned To	Latest Note
					greatest need. The LSP has also agreed a work programme for tackling key challenges, such as Domestic Violence, Road Safety, Worklessness, Child Poverty and Community Engagement. The Sustainable Community Strategy is also due to be "refreshed" by March 2011 to define the key LSP priorities and the associated measures to monitor performance and delivery.




Objective 006 Develop and implement a Waste and Recycling Strategy

Code	Title	Due Date		Assigned To	Latest Note
CIP 006.01	Research existing strategies, particularly amongst waste partnerships	30 Apr 2010		Jennifer Gosling	Existing strategies have been researched and reference visits to Southend on Sea and Tunbridge Wells have been undertaken to learn about different recycling strategies. Maidstone's Waste and Recycling Strategy has now been drafted and links with the existing Kent Waste Strategy and Sustainable Community Strategy.
CIP 006.02	Develop a short strategy for the Cabinet Member for Environment to approve	30 Apr 2010		Jennifer Gosling	A draft Strategy and accompanying Cabinet Report has been written and is due to go to Cabinet for approval on 15th September 2010. It was delayed due to new information provided by Central Government.
CIP 006.03	Implement Waste and Recycling Strategy	31 May 2010		Jennifer Gosling	The Waste and Recycling Strategy is due to go to Cabinet on 15 th September

Objective 007 Ensure that the finance section has the appropriate skill mix to meet the more challenging reporting requirements of IFRS.





Code	Title	Due Date		Assigned To	Latest Note
CIP 007.01	Annual Training Programme of Seminars and Workshops	31 Mar 2010		Claire Hayes; Paul Riley	The training programme will be finalised once the structure of the team has been established.
CIP 007.02	Undertake Internal Development of team members through cross training	30 Jun 2010		Claire Hayes; Paul Riley	Internal development has taken place and will continue on an on-going basis.
CIP 007.03	Enhance team through filling vacancy	28 Feb 2010		Paul Riley	This objective has been achieved, but there will now be a vacancy due to an external promotion. The current structure will be reviewed to ensure the skill mix of the team is appropriate.

Objective 008 Implement strategies for managing the expectations of consultees


Code	Title	Due Date		Assigned To	Latest Note
CIP 008.01	Review of consultation handbook and toolkit carried out as part of communication strategy	31 Dec 2009		Roger Adley	Review was completed in December 2009 and the revised handbook and tool-kit has been rolled out to staff.
CIP 008.02	Present handbook and toolkit to members and officers	31 Mar 2010		Roger Adley	The revised consultation handbook and tool-kit have been rolled out. A presentation on the handbook has been given to section managers and was also undertaken with the staff forum.
CIP 008.03	Actions developed to manage the expectations of consultees	31 Jul 2010		Roger Adley; Angela Woodhouse	Update to follow


Objective 009 Demonstrating improved service delivery and customer satisfaction from Council initiatives (e.g. Gateway)

Code	Title	Due Date		Assigned To	Latest Note
CIP 009.01	Evaluate results from the 2009 mystery shopping exercise	30 Jun 2010		Sandra Marchant	The results from the 2009 Mystery Shopping programme have been




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					analysed and a report was submitted to Corporate Management Team and agreed on 3 August 2010.
CIP 009.02	Undertake mystery shopping exercise and evaluate results	30 Jun 2011		Sandra Marchant	The 2010 Kent wide Mystery Shopping exercise is due to start in September 2010 with the final report expected mid 2011.
CIP 009.03	Benchmark performance of Contact team through KCSNG	31 Oct 2010		Sandra Marchant	A Measurement and Benchmarking exercise was carried out across all Kent Authorities in March 2010 looking at the number and type of calls handled by Contact Centres. A similar exercise was carried out in July 2010. No formal comparison report has been published across Kent.
CIP 009.04	Undertake benchmarking with the national one stop shop benchmarking group	28 Feb 2011		Sandra Marchant	Data for the annual National One Stop Shop (NOSS) benchmarking exercise was submitted in June 2010 for the year 2009 to 2010. No results have been published to date.
CIP 009.05	Review customer care charter	30 Apr 2010		Sandra Marchant	A Customer Care Charter has been drawn up but still requires agreement from the Head of Communications and then reported to Management Team for final approval.

Objective 010 Ensuring evolving partnerships maintain principles of good governance





Code	Title	Due Date		Assigned To	Latest Note
CIP 010.01	Carry out assessments of key partnerships	30 Apr 2010		Sarah Robson	To coincide with the recently appointed role of Community Partnerships Manager, an assessment of key partnerships with the Borough Council and LSP will be undertaken in the second half of the financial year (2010/11)

Code	Title	Due Date		Assigned To	Latest Note
CIP 010.02	Review partnership protocol	30 Sep 2010		Sarah Robson	To be reviewed by Community Partnerships Section.

Objective 011 The council considers and tracks with its significant partners the impact on users when making decisions on reducing costs.



Code	Title	Due Date		Assigned To	Latest Note
CIP 011.01	Work with KCC to coordinate the effects of savings on inter-organisations	31 Oct 2010		Paul Riley	Further information required from KCC, due date may need to be extended to allow for the outcome of the Comprehensive Spending Review and Local Government Finance settlement.
CIP 011.02	Expand the consultation on the budget strategy and the MTFS to include the impact of the identification savings with partners	31 Dec 2010		Paul Riley	Budget strategy consultation is being expanded to include a range of consultation approaches and is on target to be delivered by the due date.
CIP 011.03	Work with the LSP on the resource mapping project and feed into the MTFS	31 Dec 2010		Paul Riley	LSP resource mapping project on track, initial results received, further work progressing.

Objective 012 Progress and monitor action plans to improve satisfaction on those services where one in five people were dissatisfied with the service.


Code	Title	Due Date		Assigned To	Latest Note
CIP 012.01	Assess the possible use of mosaic to raise satisfaction	30 Sep 2010		Georgia Hawkes	Mosaic databases for key services completed. Research and prioritisation of options to improve some take up in progress
CIP 012.02	Continue to monitor the action plans and present reports to Cabinet	31 Oct 2010		Angela Woodhouse	Action plans are in place and are being monitored accordingly.
CIP 012.03	Assess the appropriateness of the actions within action plans in relation to 2010 results	30 Jun 2011		Angela Woodhouse	The Place survey is no longer a requirement. Discussions are taking place about how to collect this information if it is deemed necessary.
CIP	Identify any patterns or trends following	30 Sep 2011		Angela Woodhouse	The Place survey is no longer a

Code	Title	Due Date		Assigned To	Latest Note
012.04	the completion of the second survey				requirement. Discussions are taking place about how to collect this information if it is deemed necessary.


Objective 013 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.

Code	Title	Due Date		Assigned To	Latest Note
CIP 013.01	To develop the Carbon Reduction Action Plan in conjunction with the Energy Saving Trust One-to-One Programme	30 Apr 2010		Jenny Hunt	The Carbon Reduction Action Plan is being held until a suitable replacement Climate Change Strategy / Framework is written which replaces the old one which ran from 2005 - 2010. Until this is written it is felt that the Carbon Reduction Action Plan would not have suitable context on its own.
CIP 013.02	To implement the actions of the Carbon Reduction Plan and report back progress and update the action plan annually	30 Mar 2011		Jenny Hunt	Work is underway and is on track to meet the deadline


Objective 014 Seek technical advice when accounting for complex capital transactions, discuss proposed action with the external auditor early on so that the accounting treatment can be agreed prior to productions of draft financial statements

Code	Title	Due Date		Assigned To	Latest Note
CIP 014.01	Ensure that all future quarterly review meetings with Auditor include an agenda item on issues that may involve complex accounting transactions.	30 Mar 2011		Paul Riley	This has now been achieved


Objective 015 The Council should review asset valuations at each year-end considering both impairment and other material changes in asset values

Code	Title	Due Date		Assigned To	Latest Note
CIP 015.01	Request, as part of annual review of 20% of assets, an assessment of material changes in all asset values.	31 May 2010		Chris Finch; Paul Riley	All assets are revalued on a 5 year cycle. The valuer will give his opinion outside of this cycle where an asset has undergone significant change e.g. Mote Park Leisure Centre or where outside influences such as recession may require all assets to be revalued.


Objective 016 Once the Council has taken a decision to dispose of an asset this should be re-categorised from operational assets to non-operational assets, surplus for resale, and revalue to market valuation obtained prior to sale in accordance with the SORP



Code	Title	Due Date		Assigned To	Latest Note
CIP 016.01	Identify process in closedown procedure and formally reconcile actions with asset sales detailed in usable capital receipts / cabinet member decisions	31 May 2010		Paul Holland; Gill West	This work is complete.

Objective 017 Prime council tax records should be retained until completion of the annual audit, and otherwise in accordance with the Council's document retention policy.

Code	Title	Due Date		Assigned To	Latest Note
CIP 017.01	Set up share point site accessible to revenues team to hold records of VO balancing	28 Feb 2010		Steve McGinnes	An area has been created within the existing Revs and Bens team site to provide a full audit trail.

Objective 018 Promoting the role of the Audit Committee in ensuring action plans are implemented and contributing to risk identification

Code	Title	Due Date		Assigned To	Latest Note
CIP 018.01	Consideration given to a review being carried out across the four MKIP authorities of the audit committees.	30 Mar 2010		Brian Parsons	Peer review agreed by all four MKIP authorities. This will take place in September 2010

Code	Title	Due Date		Assigned To	Latest Note
CIP 018.02	Commission the IDeA to carry out a review of the Council's Audit Committee The role of the Committee in ensuring action plans are implemented and risk identification will be considered as part of the review.	30 Jun 2010		Brian Parsons	The IDeA commissioned via proposal in August 2010
CIP 018.03	Present findings to the Audit Committee on the options for future development.	30 Jun 2010		Brian Parsons	Awaiting review in September 2010, report will go to December Audit Committee

