

MAIDSTONE BOROUGH COUNCIL

Cabinet

8 October 2008

Report of Management Team

Report prepared by Caroline Rink

1. Corporate Improvement Plan Update

1.1 Issue for Decision

1.1.1 Cabinet is asked to consider the latest Corporate Improvement Plan (CIP) attached at Appendix A. The plan has been updated to take account the latest inspection reports as well as recent feedback including from the scrutiny process.

1.1.2 The Corporate Services Overview and Scrutiny Committee will then consider the plan in November 2008.

1.2 Recommendation of Management Team

1.2.1 **It is recommended** that Cabinet note the progress being made and agrees any changes or additional action that needs to be taken on the items as outlined at Appendix A.

1.3 Reasons for Recommendation

1.3.1 The purpose of the Corporate Improvement Plan (CIP) is to monitor progress on key areas of improvement activity primarily related to inspection recommendations. The CIP compliments the Council's Strategic Plan but may also contain additional administration objectives; the plan is a 'working document' updated on a regular basis.

1.3.2 The last update was considered by Cabinet in November 2007 with the Corporate Services Overview and Scrutiny Committee suggesting some further improvements which have been incorporated following discussion at Cabinet commenting that "*It was felt that amending the Corporate Improvement Plan into priority order would be too onerous;*".

1.3.3 In terms of inspection activity, actions relate primarily to the Direction of Travel (an assessment of performance improvements), Use of Resources (which covers financial considerations, value for money and internal controls) and the arrangements that the authority has in place to ensure data quality. Cabinet considered the Annual Audit Letter summarising inspection findings, as well as the Audit Plan setting out a programme of external inspection work, at their meeting on 15 May 2008.

1.3.4 The Use of Resources assessment for 2008 will shortly be available and further improvements in terms of risk management have also been incorporated this year.

1.3.5 The Council continues to work in a changing environment in relation to the national reform agenda (following the Strong and Prosperous Communities White Paper) and changes to the inspection regime (with Comprehensive Area Assessment in place from April 2009). A report on

this appears elsewhere on the agenda. This working document allows the Council to adapt, at a strategic level, to inspection recommendations which is especially important given recent shifts to the inspection timetable. The Council has set an ambitious improvement programme which the CIP complements as a key corporate monitoring mechanism.

- 1.3.6 In terms of priority ratings, these are based on whether the action is important to the borough, where the deadline for implementation (the proximity/urgency) risks to implementation and general progress assessment.

1.4 Alternative Action and why not Recommended

- 1.4.1 Not considering progress against the plan could mean improvement work is not progressed. This would have a detrimental impact upon service delivery, external assessments of the authority's performance and customer care.
- 1.4.2 The authority could choose not to maintain a CIP but it is felt that the process provides a focus as part of driving improvement activity.

1.5 Conclusion

- 1.5.1 Significant progress has been made on elements within the Corporate Improvement Plan. Discussions are taking place with Ashford, Tunbridge Wells and Swale as part of the Mid-Kent Partnership which will also identify areas for developing shared services in the futures.
- 1.5.2 Further information in relation to the Councils Use of Resources Report, Annual Governance Letter and feedback from the Place Survey will also be included in early 2009.

1.6 Impact on Corporate Objectives

- 1.5.4 The CIP contains actions that impact upon the full range of corporate objectives; some of these relate to cross-cutting activities such as ensuring that value for money considerations are acted upon.

1.7 Risk Management

- 1.6.1 Actions in relation to risk management are reported through the CIP where appropriate. Risks related to particular actions will be set out in the Strategic Risk Register or, below that, in individual service plans. Additional work is being undertaken on reviewing the organisational risks in 2008/09.
- 1.6.2 There are also risks to the reputation and performance of the authority associated with not responding to inspection and ensuring that best practice identified in other authorities is considered. The CIP provides a mechanism for driving improvement.

1.8 Other Implications

- 1.8.1 The summary table of other implications is set out below.

1. Financial	X
2. Staffing	X
3. Legal	X
4. Social Inclusion	X
5. Environmental/Sustainable Development	X
6. Community Safety	X
7. Human Rights Act	X
8. Procurement	X
9. Asset Management	X

1.6.3 The CIP includes actions related to the authority's financial arrangements. Improvement activity undertaken through the Corporate Improvement Plan will generally be met within existing resources. Where there are funding implications for areas of work, further reports will come forward for consideration as part of the budget setting process. The scope of the CIP covers the full range of Council activity and works within the Council's policy framework.

NO REPORT WILL BE ACCEPTED WITHOUT THIS BOX BEING COMPLETED

Is this a Key Decision? Yes No

If yes, when did it appear in the Forward Plan?

Is this an Urgent Key Decision? Yes No

Corporate Improvement Plan

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
General	Gen1	As part of the VFM workstream, continue development of the VFM price book comparing services across Kent in order to explore savings and joint working initiatives.	HIGH	Paul Riley	Ongoing	Ongoing			Bi-annual	<p>The VFM work on the Kent Wide Price Book created a substantial amount of activity throughout Kent. The final results suggested a high level of potential for savings from collaboration and partnership working. This was not universally accepted across Kent, even after figures had been checked for consistency by Kent Finance Officers.</p> <p>However, a year on it appears that many authorities in Kent have used the data to look at service improvement. There is a desire at Kent Finance Officers to look at 2007/08 outturn and boroughs are now actively collecting this data. Additional VFM analysis going on between Maidstone, Ashford and Tunbridge Wells and potentially Swale District Council.</p> <p>Through Kent finance officers our working group is active in further developing our price book and extending the timeline of cost comparisons.</p> <p>In addition licensing work was undertaken with Sevenoaks and Tunbridge Wells, joint service to be established by September 2008.</p> <p>A range of presentations have been made by MBC staff as part of the approach to the Price Book and how the work has been used to deliver further efficiencies, this has included a range of people from outside Kent.</p>	Revised 2008-09
General	Gen 2	Embed the information strategy and improve links to associated strategies.	MEDIUM	Paul Fisher	Ongoing	Ongoing			Bi-annual	<p>An information audit has commenced which will inform an information strategy. This was to have been completed prior to the office move, but has been delayed until later in 2008. Action relating to the embedding of the strategy will then take place and all new and revised strategies will be</p>	Revised 2008-09

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										required to address issues arising from this work.	
General	Gen3	The authority has made a commitment to carbon neutrality by 2010 and has established a climate change strategy. Ensure that the strategy is successfully implemented over the next three years.	HIGH	Jim Boot	Ongoing	Ongoing	Ongoing		Bi-annual	<p>Consideration is currently being given to replacing the carbon neutrality target with a more realistic, but robust, carbon reduction target. An Audit Review of the Council's Climate Change work took place over the summer and a number of recommendations are now being progressed or considered. The key recommendations included:</p> <ul style="list-style-type: none"> • Updating the authority's climate change plan to reflect the LAA and emerging SCS – into a wider partnership plan; • Risk management of the likely changes; • Resource the permanent employment of the EMS Project Manager; • Develop a budget to meet proposed climate change requirements including servicing the wider partnership and plan; • Further develop performance management based on the new indicator set (see below) linking to Excelsis; • Take into account KLOE to identify actions required to enable the Authority to meet level 3 performance standards; • Put in place governance arrangements for the emerging Maidstone climate change partnership 'Maidstone Goes Green'; and • Gain a better understanding of community and stakeholder perceptions and behaviours in relation to climate change objectives. <p>A comprehensive report on the council's carbon footprint and addressing the issues raised in the audit review will be submitted to cabinet in November.</p> <p>The Kent Agreement prioritised 4 climate change priority outcomes</p>	New 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										including: NI 186 Per capita CO2 emissions NI 188 Planning to adapt to climate change NI 187 Tackling fuel poverty % of people receiving income based benefits living in homes with a low energy efficiency rating Change in public attitude - Supplementary question in Place Survey? NI 185 Flood and coastal erosion risk management A further National Indicator 185 - CO2 reduction from local authority operations - although not included in the Kent Agreement, requires the council to monitor and implement measures to address its own carbon footprint.	
General	Gen4	To improve access to services the authority will move to a more central location including the development of a 'gateway'	HIGH	Trevor Gasson and David Tibbit		January			Bi-annual	Work on the Gateway is well underway although delivery will be October 2008 rather than June. Detailed design for the Gateway is progressing with KCC for construction when the building is handed over to MBC on 2nd June. It is hoped that MBC will move into the Gateway in December 2008.	New 2007-08
General	Gen5	Undertake a 'check' of the work/life balance policy to ensure adherence across the authority.	HIGH	Dena Smart		June			Bi-annual	The move to Maidstone House has prompted much greater awareness of home, mobile and flexible working. The new Payroll system now has almost all accurate work patterns documented which shows the level of flexibility offered within the Council	New 2007- 08
General	Gen6	Keep vision and priorities under review through a consultation 'check' and developing links between the Strategic Plan, the LDF and the Sustainable Communities Strategy.	HIGH	David Edwards, Policy & Performance Manager, Brian Morgan and Jim Boot.	Consultation and plan development	SCS development			Bi-annual	In developing the new SCS a number of initiatives have been completed or are still underway: Mapping of LSP strategic priorities Stakeholder consultation (including LSP, other stakeholders and councillors) Community engagement Maidstone (statistical) profile Local Action Plan for Kent Agreement 2 The next step is agreeing an Issues and Choices report in preparation for a	Revised 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										Challenges, Choices and Vision Workshop for the new SCS on 20 th October to inform the first draft of the SCS in November. This will be consulted upon over December and January with the aim of having the new 10 year SCS, including the vision, adopted in February 2008.	
General	Gen7	The council should address the tensions between the pressures for rapid development and environmental protection through the LDD.	HIGH	Brian Morgan		Oct Core Strategy		April 2010 Land Allocations	Bi-annual	The balancing of development against environmental protection is an inherent part of the plan making process. The Core Strategy and other Local Development Documents (LDD) will also be subject to a sustainability appraisal. The Core Strategy is at present being reviewed following public consultation.	Revised 2007-08
General	Gen8	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.	MEDIUM	Brian Morgan		Oct Core Strategy			Bi-annual	The guidance on residential extensions is in the process of being done. The first draft is up for consultation. Other Supplementary Planning Documents are included in the Local Development Scheme (LDS) which is in the process of being revised. Where these pieces of work are placed in the scheme, will be dependent on the priorities. The Local Development Scheme, subject to the determination of the Council's position on the KIG development, should be available October 2008.	Revised 2007-08
General	Gen11	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.	HIGH	Brian Morgan		Oct Core Strategy		April 2010 Land Allocations	Bi-annual	The LDS sets out the programme for the preparation of the LDD and is the subject to regular review to assess progress and risk. The preparation of the Core Strategy is delayed until the Council determines its position in relation to the KIG proposal.	Revised 2007-08

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General	Gen12	Implement the Air Quality Management Area (AQMA) as agreed by Cabinet.	HIGH	Sian Murphy		Research and Consultation	Action Plan			<p>The M20 Air Quality Management Area (AQMA) was revoked and Town Centre AQMA was amended to include the Maidstone Conurbation on the 1st August 2008. Details of the new AQMA were agreed by cabinet on the 12th March 2008.</p> <p>3 progress reports for current Action Plans were submitted to DEFRA and were formally accepted in August 2008.</p> <p>The Further Assessment (research and consultation phase) has formally begun and the research and consultation period for the production of an Action Plan for the new amended AQMA is due for completion within 18 months of the Order.</p> <p>Once completed, the new Action Plan will subsume the old Action Plans which were reported on recently.</p>	New 2008-09
Use of Resources 2006	UR 1	The Council manages performance against budgets developing JDs/profiles for members.	HIGH	Tina Edwards and Neil Harris	March				Bi-annual	All focus groups are now complete. The Knowledge, Skills and Performance standards for members have been completed. They were agreed and signed off by the General Purposes group on 24 th July.	Revised 2007-08
Use of Resources 2006	UR 2	The council has arrangements in place that are designed to promote and ensure probity and propriety in the conduct of its business. The council should prepare an awareness raising campaign to publicise the element of the codes of conduct to officers and Members throughout the year.	MEDIUM	Paul Fisher and Dena Smart	Ongoing	Ongoing	Ongoing	Ongoing	Bi-annual	Awareness raising activities were undertaken during 2007-08. The Code of Conduct was revised and agreed by members in June 2007. The Rolls of Interest form was revised and circulated in December 2007 and was filled in by 90% of officers. An internal audit of code of conduct was done and the results were good. An update meeting with the Auditor has taken place where this was checked and found to be in order.	Revised 2007-08

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Use of Resources 2006	UR 3	Improve member engagement in the process of agreeing Gershon efficiency savings and review the councils external funding processes to ensure that it is an embedded and structural part of financing priority services.	MEDIUM	Derek Williamson and Brian Morgan					Bi-annual	For the 2008-09 budget the Council undertook a 'Budget Simulator' exercise to consult residents on priorities for improvement and value for money. Savings were developed with Cabinet Members who will be engaged in the 2009-10 process onwards. Regular meetings now take place of the Corporate Funding Group, under the chairmanship of Assistant Director of Development & Community Services. The work of this Group is to ensure that spending activity is effective and producing resources for the delivery of key priorities. The Corporate Funding Group has a funding strategy.	Revised 2007-08
Use of Resources 2008	UR 4	The most recent published accounts, annual audit letter, agenda, reports and minutes for meetings of council, committees and scrutiny panels are made available to the public on the council's website on a timely basis and in accessible formats appropriate to comply with duties under the equalities legislation.	MEDIUM	Neil Harris/ Angela Woodhouse						<p>This is an area where the authority is good although some areas of the website were recently highlighted by the auditor as needing improvement. Some initial sample tests of the website were undertaken by the Policy and Performance Team and the Democratic Services Manager and Overview and Scrutiny Manager are undertaking regular checks of the committee minutes areas. Old information has been removed and broken links corrected.</p> <p>In terms of accessible formats there is a box at the bottom of all of our agendas and lists of reports that states who to contact in order to arrange alternative formats. Whilst we can use Language Line for languages in other cases we would contact the appropriate group (likely via Social Inclusion) to get this done. In the case of colour blind/partially or fully blind we would contact Kent Association for the Blind (KAB).</p> <p>In terms of reading aloud PDF's (where they are a created document and not a scanned document, see my OCR comment below) can be read aloud via Adobe Reader.</p> <p>The implementation of a Committee Management System, named</p>	New 2008-09

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										<p>Modern.Gov, is underway. The system will enable an automated process for publishing items, such as agendas, minutes and Councillor and Committee information, to the website as part of the production of agendas and decisions by Democratic Services. By linking the two elements, production and publication, we will be ensuring that the website is as up to date as possible.</p> <p>The Committee Management System also has longer term implications for the production of agendas and decisions as it will introduce new features. Most relevant to the website is the topic subscription facility which will allow officers, Members and the public to subscribe to topics of interest to them (such as the Local Development Framework). When a change is made to the website relating to the chosen topic(s) an e-mail is sent out to them informing them of what has changed and where they can find it.</p> <p>Modern.Gov also operates via a single database of information containing Committee structures and membership and Councillors' contact details. This means that only one area needs to be updated by Democratic Services staff with the resultant changes to any web pages being published automatically. This will reduce the number of lists that are kept to provide this information and improve the accuracy of information we supply.</p> <p>The first stage of modern.gov; publishing agendas straight to the web as they are produced, is due to be live on the website by November 2008</p> <p>An 'accessibility information' page for our website could be investigated and developed, by Communications/Social Inclusion, which details how to use browse aloud, how to use adobe reader to read aloud, who to contact at the Council (i.e. Ian Park), contact numbers for KAB and other community help groups. A link to this page would be easy to link to all pages alongside the</p>	

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										terms and conditions footer. This would be a corporate page for the website.	
Use of Resources 2008	UR 5	The annual report (or similar document) should include information and analysis about the council's environmental footprint.	MEDIUM	Roger Adley	March				Bi-annual	An article was included in Borough Update in late 2007 relating to the Council's aim of being carbon neutral by 2010 identifying the range of positive work that is being undertaken by the authority. The Council has also submitted a Beacon Status bid for climate change and conducted a unit managers seminar to ensure that awareness is raised. Further information in relation to the environmental footprint was included in the March 2008 edition. This can be found on our website - digitalmaidstone.co.uk/pdf/BU%20East%20April%2008.pdf The Council's 2007-08 Annual Report published in August 2008 included information on our carbon footprint. It is available on our website - digitalmaidstone.co.uk/pdf/BU%20East%20Aug%2008.pdf	New 2007-08
Use of Resources 2008	UR 6	The council collects information on the needs of and the impact of its services, policies and strategies on different community groups through focus groups and equalities impact assessment of its strategies. It is using this information to improve VFM, outcomes and access to services, and to to understand the effect and impact these and budget decisions will have.	HIGH	Ian Park	March				Bi-annual	There is a programme of EINA's in place for 2008-9. It includes: <ul style="list-style-type: none"> The Housing Allocations Policy; Various Scrutiny reviews including the Diverse Communities Review and the Planning Enforcement review The Disciplinary and Grievance procedure; and The New Sustainable Community strategy The Youth Strategy The Gateway Initiative. Unit Managers have been briefed in EINA's as part of the roll out within the Council	New 2007-08

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Use of Resources 2008	UR 7	The council can demonstrate that there is fair access to services across the community and a successful track record in tackling inequality in outcomes.	MEDIUM	Ian Park						<p>The Council's corporate improvement work on ensuring fair access to services across the community, including successes, can be found in the Corporate Equality Plan 2008-11.</p> <p>There are a number of successful projects relating to fair access to services. The Older Person Forum has been well received. A number of online features have been set up, for example the Online Shoppers Guide for Disabled People, and there is a disabled access map for the town centre. A 'digital bubble' has been set up in the Parkwood estate (one of the borough's poorest areas) to give access to the internet for young people to help improve standards in schools. There are also a number of projects surrounding access to health care.</p> <p>The Council is also working with KCC to provide community learning champions and to work with people on in-capacity benefit to help them get back to work and live more independently.</p> <p>The project for the online guide for Disabled Shoppers is currently underway and will be completed this year. A review of the success of the digital bubble pilot will take place this year. The Council is in discussions with West Kent PCT to employ the Healthy Living Centre manager and the three community development workers currently employed by WKPCT. The Council leads the Borough's Health Action team established to help tackle health inequalities within the Borough.</p> <p>Discussions will take place with KCC on Community Learning Champions : it is understood that the LSC now have funding for this which may provide a sustainable model to take forward</p>	New 2008-09

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Use of Resources 2008	UR 8	Reports to support strategic policy decisions, and initiation documents for all major projects, require a risk assessment including a sustainability impact appraisal.	HIGH	Jim Boot						Sustainability Impact Appraisal This is being partially addressed through cross over with the work of the new EMS Project Manager. However, the focus of this role is to develop an externally verified environmental management system for the council's operations and on meeting the requirements of the new NI 185 CO2 reduction from local authority operations rather than SIA of major new projects. The work is being outsourced to consultants at present. Should it be decided that the capacity to undertake SIA needs to be developed within the council this will need to be reflected in the new structure.	New 2008-09
Use of Resources 2008	UR 9	The asset management plan should provide clear forward looking strategic goals for its property assets, how they will be maintained, modernised and rationalised.	HIGH	David Tibbit	March				Bi-annual	The AMP is reviewed on a regular basis to recognise the Council's strategic objectives and to include up to date plans based on feedback from Service Plans, condition surveys etc. The AMP has been updated and approved by the Cabinet Member for Corporate Services in April 2008. A new AMP is planned for 2009-2011.	New 2007-08
Use of Resources 2008	UR 10	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.	HIGH	David Tibbit	March	Review of Parkwood Industrial Estate			Bi-annual	A review of the Council's office accommodation led to the move to new centralised Town Centre accommodation which adopted many aspects of new technology and new ways of working. Completion of the Gateway in January will introduce a one stop shop for public services in partnership with other agencies. A review of Parkwood Industrial Estate will take place in 2008. An asset review is currently underway which examines property and its contribution to community benefit against its value, the costs of owning and running the asset, and its hope value with a view to rationalisation of the estate.	New 2007-08
Use of Resources 2008	UR 11	Accurate records of all the councils land and buildings should be kept along with data on its efficiency, effectiveness, asset value and running costs.	HIGH	David Tibbit	March				Bi-annual	Existing data on efficiency, effectiveness, asset value and running costs will be augmented and co-ordinated as necessary to enable decisions on investment and disposal.	New 2007-08

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		Periodic reviews should challenge whether assets are required, fit for purpose, provide value for money and meet the Council's needs.								Suitability surveys, condition surveys and maintenance and energy costs are used to challenge continued ownership, fitness for purpose and value for money. The AMP has been updated to reflect progress on the Museum, new offices, the new Depot and the Exchange Room improvements resulting from reviews of accommodation. A comprehensive review of assets is currently underway.	
Use of Resources 2008	UR 12	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.	MEDIUM	David Tibbit	March				Bi-annual	The Council's property holdings are published on the Council's web-site and have been shared with KCC. The Council's new offices will provide a one stop shop for public services including KCC and other public agencies. Further opportunities for asset sharing will be explored through development of the sustainable communities' strategy and business transformation.	New 2007-08
Use of Resources 2008	UR 13	Performance measures and benchmarking are being used to describe and evaluate how the council's asset base contributes to the achievement of corporate and service objectives, including improvement priorities, sustainability objectives and set challenging targets for improvement.	MEDIUM	David Tibbit						A suite of property performance indicators are included as part of the Asset Management Plan which measures similarity, accessibility, condition, environmental performance, etc. in line with corporate objectives. These are reported annually to members and submitted for benchmarking to the Asset Management Network benchmarking services. The most recent Asset Management Plan was approved by CMT on 7th April 2008. Performance measures will be reviewed as part of the new Asset Management Plan to ensure they are relevant and provide information that can be benchmarked and used to guide property strategy.	
Use of Resources 2008	UR 14	The council fully integrates asset management planning with business planning at corporate and service levels. The role and contribution of property is explicit in business plans such as flexible working		David Tibbit						Strategic Plan acknowledges that we are leading on asset management. Section Service planning guidance now requires services to consider current and future accommodation requirements, taking account of changes in IT requirements, partnership	New 2008-09

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		policies, ICT plans and customer access strategies.								requirements etc. The Corporate Property Group now meet monthly to consider the strategic plan, various corporate strategies, best value reviews and has extended terms of reference to monitor capital programmes. It ensures that the asset base develops to accommodate current requirements and future changes. Final service plans were due to be submitted by 30 April with current versions available on the Unit Manager teamsite. These will be reviewed by the Corporate Property Group for property implications.	
Use of Resources 2008	UR 15	Standards committee should demonstrate that its members are prepared for their role in local investigations and determinations and support is in place to ensure such investigations are successful.	MEDIUM	Paul Fisher	March				Bi-annual	Members have received training in this role and have successfully dealt with three investigations.	New 2007-08
Use of Resources 2008	UR 16	Findings of the standards committee should be communicated to the wider public and that effective action has been taken from issues raised.	HIGH	Paul Fisher	March				Bi-annual	Findings of the sub-committee are published in the local press.	New 2007-08
Use of Resources 2008	UR 17	The council should give evidence that employees of contracting organisations are made aware of the council's whistleblowing arrangements.	MEDIUM	Brian Parsons	March				Bi-annual	A whistle blowing leaflet was produced at the end of 2007/08. The leaflet sets out the key principles and how individuals can raise their concerns. A significant number of copies of the leaflet were provided to the Property and Procurement Manager for distribution to all of the Council's contracting organisations. Whistleblowing arrangements are prescribed in all Council service contracts.	New 2007-08
Use of Resources 2008	UR 18	The council considers the opportunity side of risk management in the successful delivery of major innovative	MEDIUM	Brian Parsons						The Council takes a positive approach towards risk management including, for example, in partnerships. Examples of areas where the opportunity side of risk	New 2008-09

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		and challenging projects.								<p>management has been considered include the new office, recycling and the Business Transformation Programme.</p> <p>The new offices project is a good example of the recognition of opportunity side risk. The Council has had aspirations to move offices for some time. However rather than just relocate staff and services; the opportunity was taken to create a step change to the way that services are delivered and the way that staff work. New ways of working have been introduced (including flexible working and hot desking), new technology implemented, DIP and workflow greatly expanded, and from an environmental perspective a Biomass heating system installed. Services to the public will now be delivered through a 'Gateway' reception office which will be shared by other public sector service providers. The new offices project was subject to a risk workshop involving all members of the Senior Management Team, with the results fed back to the main Project Group. The identified risks (positive and negative) have been monitored by the Project Group on a regular basis. This has helped to achieve a successful relocation with the minimum disruption to services. The 'new ways of working' have now been implemented in the new working environment.</p>	
Use of Resources 2008	UR 19	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.	HIGH	Brian Parsons						<p>In terms of demonstrating <i>demonstrate a strong counter fraud culture across the Council</i> the Council has various policies in place such as an 'Anti-Fraud and Corruption Policy', a specific 'Benefits Fraud Strategy and an Anti Money Laundering Policy. The arrangements for dealing with Fraud are set out in the Council's recently rewritten Financial Rules and fraud is also one of the elements listed in the Council's Whistle Blowing Charter</p> <p>The Council's management deal with any identified fraud within the</p>	New 2008-09

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										<p>organisation in a firm and consistent manner (with police involvement where evidence of criminal activity is found). Training on Fraud and Corruption was provided to the Audit Committee in 2007 and a more accessible Staff Handbook has recently been issued to all staff which confirms the need to use the Whistle Blowing process where fraud is suspected, and a clear statement that Fraud is considered to be Gross Misconduct.</p> <p>In addition Fraud and Theft and Corruption are specifically referred to in the Council's Code of Conduct for Staff, which was recently reissued and the Council positively participates in the National Fraud Initiative, which includes data matching staff payroll information with benefit data and other local authorities records</p> <p>In terms of staff acknowledgement and acceptance of their responsibility to prevent and detect fraud and corruption, Internal Audit carried out a survey of staff in November 2007 which confirmed a high level of awareness of the Council's Anti-Fraud and Corruption arrangements and of whom to report suspicions of fraud to.</p>	
Use of Resources 2008	UR 20	Successful cases of proven fraud/corruption are routinely publicised to raise awareness.	HIGH	Steve McGinnes						<p>The most significant areas for the authority in terms of fraud, as with most authorities, relates to benefits. In November 2007 a press release was sent out regarding the successful prosecution of a case of benefit fraud. The release referred to a Miss Proud who had falsely claimed nearly £10,000. Maidstone Magistrate's Court ruled in favour of the Council and Miss Proud was sentenced. The release went on to say that the Council investigated 408 cases of suspected Benefit Fraud and to encourage members of the public to report anyone suspected of benefit fraud.</p> <p>The article was published in the Kent Messenger, Your Maidstone and Downsmail.</p>	New 2008-09

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Use of Resources 2008	UR 21	The council can demonstrate its staff, and staff within contracting organisations, have confidence in the whistleblowing arrangements and feel safe to make a disclosure.	HIGH	Brian Parsons						<p>A staff survey was conducted during 2007/08 which showed that staff have high levels of awareness of the whistle blowing arrangements and considerable confidence in using the arrangements.</p> <p>A leaflet was designed to further promote the Council's whistle blowing arrangements and to set out in a simple way to use them ('HOW TO: Blow that whistle!'). The content of the leaflet was provided to all staff via the electronic weekly staff magazine 'Wakey Wakey' during March 2008. The printed version was attached to April payslips.</p> <p>Copies of the leaflet have been provided to the Council's contractors. Current contracts contain a reference to the Council's whistle blowing arrangements. The full whistle blowing charter is available on the Council's website.</p>	New 2008-09
Use of Resources 2008	UR 22	All application forms for services and benefits have an appropriate fair processing notification permitting data sharing for prevention and detection of fraud and corruption (both acting as a deterrent to fraudsters and facilitating the extension of NFI into new areas).	HIGH	Brian Parsons						<p>The wording for the fair processing notification was discussed and agreed by the Council's Information Forum during 2007/08. The previous wording was expanded to more specifically cover data sharing.</p> <p>The Head of Internal Audit & Risk Strategy wrote to all Heads of Service and Directors on 4 March 2008, instructing them that the agreed wording must be added to all applications (paper or electronic) for services and benefits (as follows):</p> <p><i>"Maidstone Borough Council takes its obligations under the Data Protection Legislation very seriously and will not disclose information to any unauthorised person. Information may</i></p>	New 2008-09

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										<p><i>be shared with other services within the Council or disclosed to other Local and Public Authorities or Government agencies that have a legitimate reason to request the disclosure. The Council is under a duty to protect the public funds that it administers and to this end, it may use the information that you have provided for the prevention and detection of crime and / or fraud. It may also share this information with other bodies responsible for auditing or administering public funds for these purposes. If you wish to know more about the uses to which the information may be put by the Council, please contact () (Head of Service which is writing letter/using form)."</i></p> <p>The fair processing notice was reviewed again following the publication of the Audit Commissions Code in 2008. Further guidance was provided to owners of data sets. The Audit Commissions specific wording has now been adopted. A notice has been placed on the Council's web site in accordance with Audit Commissions guidance.</p>	
Use of Resources 2008	UR 23	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.	HIGH	Brian Parsons						<p>An NFI exercise completed during 2007/08 involved fraud checks on Housing Benefit claimants, payroll, creditors and insurance records. The subsequent internal audit report confirms that the NFI data matching exercise was managed effectively and within the agreed timescales.</p> <p>The Council is currently gearing itself up to prepare for the 2008/09 data submission, in which the Council will participate fully.</p> <p>As with all previous NFI exercises, the Council will ensure that data matches arising from the exercise, will be promptly and properly investigated</p>	New 2008-09

Area	Ref	Action	Priority	Responsible Officer /s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2008	UR 24	The council works with other bodies such as DWP when following-up data matches from NFI. Details of proven frauds relating to public sector employees are shared with other bodies as per the NFI Information Exchange Protocol.	HIGH	Brian Parsons/Steve McGinnes						We are in the final stages of the last NFI exercise having considered fully all matches and opened a full fraud investigation for any cases warranting further enquiry from our counter fraud team. The nature of the matches received has not warranted a joint investigation with the DWP or referral to other organisation.	New 2008-09
Use of Resources 2008	UR 25	The council shows understanding of its long-term costs and benefits (including environmental and social) and are taking these into account in decision making.	MEDIUM	Derek Williamson	March				Bi-annual	The medium term financial projection includes the impact of our cost commitments. Capital and revenue evaluation forms detail ongoing and full year costs. The standard report format requires coverage of the full capital and revenue implications of proposals.	New 2007-08
Use of Resources 2008	UR 27	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.	MEDIUM	Derek Williamson						These issues are taken into account in developing the MTFS. The next budget strategy report (July) included variations to previous practice including banding worst case and best case scenarios, particularly as a result of the economic downturn and the credit crunch. The impact of worse case scenario was taken into account in setting overall savings target.	New 2008-09
Use of Resources 2008	UR 28	Budgets are linked to operational activity indicators that are lead indicators of spend	MEDIUM	Derek Williamson/ Policy & Performance Manager/ Steve Goulette						There are many examples of financial performance measures used across the authority and these updates are reported simultaneously where possible. Performance measures with any financial element should include the latest budget information built into targets. The VFM Support Group (Chaired by Steve Goulette) has a work programme for the coming year which includes developing efficiency measures through which it is envisaged that regular efficiency performance reports will arise. Quarterly monitoring reports on budget and performance to cabinet are co-ordinated. RTS is being reviewed to ensure better coverage of financial targets.	New 2008-09

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2008	UR 29	The council's targets for income collection and recovery of arrears stretch performance and their achievement is monitored with appropriate corrective action taken during the year to achieve the targets.	MEDIUM	Paul Riley						<p>An essential element of reach the summit is that it must include one aspect of financial performance per section.</p> <p>Reach the summit targets cover Council tax / NNDR income, Car Parking income, sundry debtors and other income generating activities such as the Market and the Crematorium.</p> <p>Other income is mainly cash or payments in advance (e.g. Development Control) which does not involve arrears and therefore does not require stretching targets for arrears. However, they are monitored closely within the budget management accounting arrangements.</p> <p>Corrective action is taken when a problem is identified. For example a review of parking was undertaken in 2006 following a downturn in income, and a review of park and ride resulted in the closure of a site in 2007. Further examples of corrective actions occurred in 2008 as a result of the economic downturn.</p> <p>Through the quarterly protocol meetings, between the Chief Finance Officer and the Head of revenues and Benefits, targets for prior year's arrears for Council Tax / NNDR are set and monitored. The reminder / recovery process and timetable is also monitored.</p>	New 2008-09
Use of Resources 2008	UR 30	All council standing orders and financial regulations should be updated to reflect the increasing use of partnership working and the potential challenges such arrangements pose.	HIGH	Derek Williamson	March				Bi-annual	This will be investigated during 2007-08. This was investigated by the Corporate Gov Group and went to Cabinet in February and the Audit committee.	New 2007-08
Use of Resources 2008	UR 31	The council has exemplary arrangements to produce reliable data and has an agreed approach with partners to produce reliable data.	MEDIUM	Policy & Performance Manager	March				Bi-annual	The Council keeps a watching brief in relation to data quality. Work was undertaken during 2007-08 and will continue in 2008-09. Improvements include payroll checking, a buddy system for BVPI's and improvements in the Enforcement Process.	New 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										<p>The Council has a data quality policy extending to partners. Where appropriate data quality arrangements are included in SLA's. In terms of Benefits for example there is a partnership agreement which includes the following statement on data quality: "The partnership recognises the importance of data quality and places a high priority on the systems and procedures to capture and report performance data. Responsibility for data quality is the responsibility of the Benefit Security Manager and will be subject to annual review by the lead officers from each authority."</p> <p>There is a Data Quality Checklist which must be completed by all collating officers.</p> <p>The Council will continue improvements to data quality arrangements.</p>	
Use of Resources 2008	UR 32	The council should implement arrangements for partnership working and should have a clear understanding of the total resources at the disposal of the partnerships. Should be a track record of partnerships delivering improved value for money.	MEDIUM	David Edwards, Policy & Performance Manager and Angela Woodhouse	March				Bi-annual	<p>Overview and Scrutiny has recently undertaken a review of the partnerships the authority is involved in, with a focus on the contribution that such partnerships make towards, for example, securing value for money. Need to review the action plan to ensure that the actions are all covered by a lead officer. Look at the partnership protocol.</p>	New 2007-08
Use of Resources 2008	UR 34	The council obtains assurance on a risk basis of the viability of its significant contractors' / partners business continuity plans.	HIGH	Paul Taylor						<p>During the Council's preparation and testing of its BCP's for key services, issues were raised about contractors' preparedness. All sections were asked to check with any key contractors. Procurement has been asked to add this in their procurement guidance and legal have agreed to add a clause in all legal agreements.</p> <p>Service managers have been requested to discuss business continuity with existing providers and procurement and legal have agreed wording to be included in contracts. Relevant</p>	New 2008-09

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										<p>tenderers are also being asked to provide details of their business continuity arrangements.</p> <p>In recent desk top scenarios emphasis has been placed on ensuring critical contractors have robust business plans in place. This is now a standard question in the procurement process.</p> <p>Legal have added a clause into contacts. Procurement have amended their procedures, the new corporate BCP goes to COMT this month and service managers have again been reminded to check their third party suppliers BCP arrangements.</p>	
Use of Resources 2008	UR 35	The council can demonstrate that it uses its capital programme, with partners where appropriate, to challenge existing service models to achieve a transformation in service for users	MEDIUM	Derek Williamson						<p>Capital schemes are all evaluated against criteria of delivery of priorities, affordability and ability to Deliver within Timescales. A significant element of the programme involves partners for delivery. Capital schemes are based on option appraisal which considers how best to achieve the desired outcomes. The report format to members includes a section on "alternative action and why not recommended". Capital Projects which are examples of transforming services are the office move and IT budget.</p> <p>Other examples include the museum project, Mote park regeneration and the crematorium. Also the significant housing programmes are innovative and geared to service users' needs.</p>	New 2008-09
Use of Resources 2008	UR 36	The council considers and tracks with its significant partners the impact on users when making decisions on reducing costs.	MEDIUM	Derek Williamson/ Paul Riley						<p>During the year the Council has looked to explore a wider range of partnership arrangements as part of reducing the overall cost of services. Further development of the Training partnership has involved face to face meetings with users from Maidstone, Tunbridge Wells, Ashford and Swale both at an operational and strategic level. This exercise has been carried out through an external consultant and once the service is established feedback</p>	New 2008-09

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										<p>from partners will remain a key factor. The first joint operational front line service has also been established for fraud and although feedback on the effectiveness of the service from the receiver's perspective will be difficult to achieve in this area the service has high performance standards with both Tunbridge Wells and Maidstone high performing in the Revenues and benefits arena. The change has been very carefully handled and will act as a model for further development. The Council has sought to implement change and efficiencies without reducing the impact on the quality of the service received and this has been recognised with satisfaction improvements in recent years. In terms of the best value reviews a range of consultation was undertaken with users and partners in terms of the future shape of the service and post implementation reviews are scheduled for September 2008. A formal working relationship has also been established around business transformation with Ashford, Tunbridge Wells and Maidstone agreeing a model of working with Swale likely to join by June 2008. A key part of the methodology for this work is tracking customer views and perceptions of services before and after transformation and identifying how the service costs can be reduced by focusing on the value adding aspects. Work with other partners continues through the Local Strategic Partnership with regular meetings with the Police in particular to plan services and resources in the borough also involving a wide range of partners through the Crime and Disorder Reduction Partnership. Although all the agencies have had to make significant savings in the past year overall levels of crime have reduced partly as a result of improved partnership working which has a significant impact on users.</p> <p>Councillors recently approved the Mid Kent Improvement partnership which</p>	

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										should improve service delivery as well as producing cost reductions.	
Use of Resources 2008	UR 38	The council has implemented arrangements for partnership working. It has a clear understanding of the total resources at the disposal of its significant partnerships. It is on track to deliver planned improvement in outcomes.	MEDIUM	Paul Taylor						Partnership working is an area of strength for the authority with various strategic and service based initiatives. Most partnerships have clear resources together with efficiency savings targets associated with them and this approach is increasingly being taken across a variety of other work. The recent internal audit found that there were substantial controls. MKIP and KMIP are overseeing further partnership developments.	New 2008-09
2007 SIC	SIC1	Ensure that all section heads are dealing with legislative requirements.	HIGH	Paul Fisher	31-Mar-08				Bi-annual	New legislation matrix is updated by heads of service to confirm that they have reported on implications of new legislation. The matrix is considered on a regular basis by the corporate governance group of officers	New 2007-08
Data Quality	DQ1	Ensure 'right first time' approach to data gathering, eliminate multiple points of data collection and make certain that an Audit Trail is in place.	MEDIUM	David Edwards	Improve systems and culture	Improve systems and culture			Bi-annual	The Excelsis Performance Management Framework was implemented in mid-2007 with the first update to Cabinet being reported in November 2007. At the same time, work on engaging staff in performance management has been completed with a new Reach the Summit system implemented. This work provides a firm basis for ensuring that data is checked and 'right first time' as well as working to eliminate multiple collections. Excelsis was upgraded in September 2008 and will include a number of new functions including better reporting functions.	Revised 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Data Quality	DQ2	The council will continue to explore the viability using cost benefit analysis of electronic data compliance systems.	MEDIUM	Paul Taylor/ Dave Lindsay/ Charlie Bogg	Ongoing	Ongoing			Bi-annual	The initial target for this indicator was January 2007. The Council has adopted the British standard for records management and more recently the Local Government Classification Scheme (published on behalf of the Records Management Society of Great Britain, Local Government Group). This has been issued to support local authorities in the areas of Data Protection, Freedom of Information and the Local Government Act. Its objective is to promote compliance with best practice in records management practices within local government. Work will continue on this during 2007-09. A project has been started to look at what management project is needed looking at identifying which information and data storage systems are appropriate. The first stage of the audit of info within the Council should be completed by the end of 2008/09.	Revised 2007-08
Data Quality	DQ3	Undertake a benchmarking exercise to review the effectiveness of the Council's data quality mentoring and review arrangements (including analysis through Kent Performance Improvement Network).	MEDIUM	Policy & Performance Manager	2007-08				Bi-annual	The authority has undertaken an exercise to compare its data quality policy against other Kent authorities. We will be undertaking additional work during 2008-09. Joint training related to information checking has been organised with the Royal Borough of Tunbridge Wells for late 2007. Fifteen authorities across Kent were contacted through KPIN, of these, five responded. The information received was incorporated into a report on data quality.	Revised 2007-08
Data Quality	DQ4	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.	LOW	Service Managers	Ongoing	Ongoing			Bi-annual	Following approval of the action plan in June 2006 data quality was included in service planning guidance for 2007-08 onwards. Service Managers are required to address data quality issues in their service plans for 2007-08 onwards. Data Quality has been incorporated into the service planning guidance for 2008/09.	Revised 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Data Quality	DQ5	Improve resilience of business-critical performance information systems as part of Business Continuity Management. Ensure that procedure notes/manuals are in place and that these are reviewed and updated as appropriate.	HIGH	All Heads of Service	Ongoing	Ongoing	Ongoing	Ongoing	Bi-annual	<p>The Council has a corporate Business Continuity Plan and individual Business Continuity Plans for key service areas. These were tested as part of the Maidstone Winter Willow exercise, and will be tested again this year. Documents are made available to staff on the Business Continuity team site. http://pandora/sites/BCM/BCP%20TESTS/Forms/AllItems.aspx</p> <p>In addition business continuity was included in service planning guidance for 2007-08 onwards. Service Managers were required to address business continuity issues in their service plans for 2007-08 onwards. Guidance will be developed for 2008-09 based on experience.</p>	Revised 2007-08
Data Quality	DQ6	Examples of good practice in securing data quality are publicised to all relevant staff.	MEDIUM	Policy & Performance Manager and All Heads of Service	November				Bi-annual	<p>There has been publicity relating to the review of information kept by the Legal Services section (with regular items in the staff newsletter Wakey Wakey). Work in this section has seen a thorough review of information and the transfer of archive files by Chatham Archive Limited (to ISO standards). The complaints system has also been revisited following the identification of an issue relating to data being programmed to the right place. This was publicised to all relevant staff. A buddy system has been introduced to improve data quality on BVPI's and there is a new checking system for BVPI 199 (cleansing). There have also been improvements relating to data quality in ENFIS.</p>	New 2007-08
Data Quality	DQ7	Undertake regular reviews to ensure that outputs are timely, accurate, clear and in a format convenient to users.	MEDIUM	Policy & Performance Manager and All Heads of Service		November			Bi-annual	<p>An initial review in relation to this will be undertaken by November.</p>	New 2007-08

Area	Ref	Action	Priority	Responsible Officer /s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Data Quality	DQ9	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.	MEDIUM	Dena Smart and Policy & Performance Manager	2007-08				Bi-annual	A staff survey has been conducted to review staff awareness of the data quality policy and skills relating to data quality. The results can be found in the data quality report.	New 2007-08
Data Quality	DQ10	Continue plans to carry out detailed scenario planning for performance information systems, making changes to address any weaknesses identified.	MEDIUM	Heads of Service /Policy and Performance Manager						The Data Quality Policy is currently being updated identifying areas of particular risk. Excelsis is a web based application and the server it is located on is backed up every evening. All members of the Policy & Performance team have 'gold' access for homeworking and could therefore access the system remotely.	New 2008-09
Data Quality	DQ11	Review service level agreements (SLA's) to confirm that each one states how performance is to be reported and to set standards for data quality; establish monitoring arrangements for this aspect of SLA's.	MEDIUM	Heads of Service /Policy and Performance Manager						A programme of reviews of SLAs is being established and these arrangements will be monitored as part of the authority's Corporate Improvement Plan.	New 2008-09
Data Quality	DQ12	Following establishment of the competency framework, evaluate training to ensure it is current and tailored to achievement of the DQ competencies.	MEDIUM	Policy and Performance Manager / Dena Smart						The Council's training programme is reviewed on an annual basis following appraisals in April. The competencies have been further embedded into the appraisal process for 2008-09 and this is clear from the paperwork. Signed appraisal documentation is collated centrally and the training programme is developed based on team and individual training plans developed from the competencies. This process ensures a rigorous process is in place to ensure that training is current and tailored to the achievement of all competencies, including data quality competencies.	New 2008-09

Area	Ref	Action	Priority	Responsible Officer /s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Data Quality	DQ13	Identify the implications and impact of future developments on data quality staff skills and capacity and proactively manage these.	MEDIUM	Policy and Performance Manager / Dena Smart						Staff who have responsibilities for the National Indicators have been briefed to ensure they are able to provide the information in a way which is consistent with the Data Quality policy.	New 2008-09
Data Quality	DQ14	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.	MEDIUM	Heads of Service /Policy and Performance Manager						This exercise has been undertaken for BVPI data for 2007-08 and will be undertaken for other data sources during 2008-09 as part of the update to the Council's performance management framework in accordance with the agreed timescale.	New 2008-09
Data Quality	DQ15	The guidance issued by EMCAMS should be followed in carrying out the BVPI 199 surveys. In particular transect selection should be carried out so that all transects are in the correct wards and this should be checked by a second officer. All observations should be carried out between 8.00am and 6.00pm and spread throughout the working day. No observations should be made at the weekend.	HIGH	Steve Goulette (and Policy and Performance Manager)						A review of this area was undertaken when the issue was identified and additional checking processes put in place. This issue has been raised by the Policy and Performance Team with the Assistant Director including at quarterly review of progress meetings to ensure the BVPI calculation for 2008-09 is in accordance with the definition. The BVPI 199 indicators have now been incorporated into the National Indicator dataset as NI 195 and NI 196 and the authority will be collating data for 2008-09 in accordance with these definitions which have been circulated to all key staff.	New 2008-09

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Direction of Travel Assessment (2007 Audit Letter)	DT1	Ensure that the action taken to improve priorities of waste collection and recycling leads to performance levels matching other Council services.	HIGH	Steve Goulette	March					The Council has commenced the introduction of a new recycling scheme providing a regular collection of dry recyclables. The Cabinet agreed a revised recycling strategy in July 2007. The first phase was implemented in February/ March '08 with the second and third phases in March '09 and June '09 respectively. Initial recycling percentages in implementing the first phase have been very positive. Performance will be closely monitored. Compared to 2007-08 performance has improved from 12.8% to 14.3%	New 2007-08
Direction of Travel Assessment (2007 Audit Letter)	DT2	Ensure that women have access to top paying jobs within the authority in support of the authority's target to increase the number of women within the top 5% of earners through rigorous equality compliant processes.	HIGH	Dena Smart	March					19.23% of the authority's top 5% of earners were women in 2007-08. The authority has a target of 16% for 2007-08 and 20% for 2008-09 and 24% for 2009-10. An action plan has been established in relation to the BVPI to ensure that action is taken in a proportionate and practical way. Positive discrimination is illegal and the authority's focus must be on ensuring equality of opportunity for everyone through maintaining its equalities compliant processes. There are still three women in the top 5% high earners within the Council. This is expected to go up in the next few months possibly to 20%.	New 2007-08
Annual Governance Report	GR1	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.	LOW	Derek Williamson	March				Bi-annual	The 2006/07 Statement of Accounts were completed without significant errors and supported by a robust set of working papers. Based on a review of comparable processes of a 4 scoring authority, further improvements were planned for the 2007/08 Statement of Accounts, which was reported to Council in June 2008 and covered by the External Auditors Annual Governance Report in September 2008. No changes to the accounts were needed.	New 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
BVPI General Survey 2006-07	GS1	Develop a Communications Strategy to ensure that residents are kept informed and managers respond to survey results.	MEDIUM	Roger Adley	March		Recycling leads to performance levels matching other Council services.		Bi-annual	The latest triennial Best Value Performance Indicator survey was undertaken in 2006-07 consisting of a general survey, a planning survey and a benefits survey. A range of community views were established, many confirming previous consultation research and work already underway. The Communications Strategy is designed to ensure that residents concerns are addressed and feedback is given on improvement priorities. The Cabinet agreed to develop a Communications Strategy in August 2007. In April 2008 the cabinet member approved a draft communications strategy for consultation. This draft strategy is currently under consultation with a view to adoption this year.	New 2007-08
BVPI General Survey 2006-07	GS2	Integrate actions developed from the Best Value satisfaction survey into service improvement work across the authority, ensuring that key issues are addressed.	MEDIUM	Paul Taylor, Policy & Performance Manager, Roger Adley, All Managers		March			Bi-annual	Work on this continues. The results of the consultation exercises have been fed back to managers and form part of the draft Communications Strategy. A range of work is planned for this year in accordance with the timescale of March 2009.	New 2007-08
BVPI General Survey 2006-07	GS5	As a priority, address services where an improvement in the service might be expected to result in increased overall citizen satisfaction. These service are, opportunities for participation in local decision making, housing services, the collection of bulky household waste and how "clean and tidy" the recycling sites.	MEDIUM	Roger Adley		March			Bi-annual	Work on this continues with, e.g. regular promotions of the bulky refuse services and to encourage the reporting of untidy recycling sites. The results of the consultation exercises have been fed back to managers and form part of the draft Communications Strategy. A range of work is planned for this year in accordance with the timescale of March 2009.	New 2007-08

Deleted Corporate Improvement Plan Actions

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
General	Gen9	Steps should be taken to address the levels of unfitness and the numbers of empty properties.		Paul Taylor					Bi-annual	<p>Significant funds have been committed and spent during the first period of 2008/09. This follows the successful bid for additional resources from the Regional Housing Board to make homes decent and tackle fuel poverty.</p> <p>DELETED 2008-09</p>	Revised 2007-08
General	Gen10	Improved procedures should be introduced to address the under spending on budgets for renovation grants and disabled facilities grants (DFGs).		Paul Taylor	Ongoing				Bi-annual	<p>The Team's record on expenditure has continued to improve and the Council was able to secure an additional £213,000 for DFG of which the large proportion has been approved. Currently on target this financial year.</p> <p>DELETED 2008-09</p>	Revised 2007-08
General	Gen9	Implement the Recycling Strategy		Steve Goulette	Ongoing	Ongoing			Bi-annual	<p>The Cabinet agreed a revised recycling strategy in July 2007. The first phase was implemented in February/ March '08 with the second and third phases in October '08 and March '09 respectively. Initial recycling percentages in implementing the first phase have been very positive. Performance will be closely monitored. Compared to 2007-08 performance has improved from 12.8% to 14.3%</p> <p>It is proposed this is deleted from the CIP as it is repeated in the Direction of Travel Section.</p> <p>DELETED 2008-09</p>	New 2007-08
General	Gen10	Implement the People Strategy action plan to ensure that the authority retains and improves its capacity to deliver priorities, addressing issues such as long-term sickness, etc. DELETED 2008-09		Dena Smart	Ongoing	Ongoing			Bi-annual	<p>The People Strategy was agreed in 2006 substantial work on implementing it has been undertaken and almost complete.</p> <p>DELETED 2008-09</p>	Revised 2007-08

Area	Ref	Action	Priority	Responsible Officer /s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2006	UR 1.1	The council should produce annual accounts in accordance with relevant standards and timetables, supported by comprehensive working papers. Aim to reduce the number of errors and improve the quality of working papers.		Paul Riley	Ongoing	Ongoing			Bi-annual	This action is proposed for deletion and rated low priority for focus because of recent improvements. The Council has high standards in the production of annual accounts and over the past couple of years has made improvements. The external auditors have also been consulted to ensure that the Council has a clear perspective of what is required. DELETED 2008-09	Revised 2007-08
Use of Resources 2006	UR 2.1	Ensure that the Council's medium-term financial strategy (MTFS), budgets and capital programme are soundly based and designed to deliver its strategic priorities. Review the council's financial management arrangements.		Derek Williamson and Policy & Performance Manager	Ongoing	Ongoing			Bi-annual	This action is proposed for deletion and rated low priority because of recent improvements. The MTFS and other financial and other financial work has been more closely aligned to strategic priorities including through an innovative 'budget simulator' exercise undertaken in 2007-08 to inform the 2008-09 budget. DELETED 2008-09	Revised 2007-08
Use of Resources 2006	UR 2.2	The Council manages performance against budgets and the Cabinet receive fully accrued financial reports with variances highlighted by a traffic light system. Embed this process during 2007-08.		Paul Riley and Derek Williamson	Ongoing	Ongoing			Bi-annual	Traffic light coding is used for high level reports to Cabinet (quarterly) and the directors (monthly). This is embedded as the traffic light system is automatically used when generating performance reports for Cabinet. DELETED 2008-09	Revised 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2006	UR 4.1	The Council manages its significant business risks and should introduce a quarterly risk management report to the cabinet member.		Brian Parsons	Ongoing	Ongoing			Bi-annual	The Council has a well established strategic risk register and a bi-annual update is produced for Cabinet. These clearly set out ownership and responsibility for risks. It is not proposed to produce quarterly risk reports for individual Cabinet Members. DELETED 2008-09	Revised 2007-08
Use of Resources 2006	UR 4.1	The Council manages its significant business risks and should include risk management in the Members' training programme.		Brian Parsons	March				Bi-annual	Risk management training has been provided for members generally and is undertaken on a regular basis as required. DELETED 2008-09	Revised 2007-08
Use of Resources 2006	UR 5.1	Ensure that the Council continues to provide good value for money in key areas and sustain the service improvement in planning and benefits.		Paul Taylor and Alison Broom					Bi-annual	At a strategic level, VFM considerations are driven by the VFM Working Group established in 2007. The primary tool for this is the VFM Price Book Improvements to benefits and planning have been sustained. In terms of benefits, it is anticipated that through the fraud partnership with Tunbridge Wells in the region of £50,000 of savings will be achieved next year. In addition to this the service is focusing on maximising its return on investment in technology and through improving the service offer within the Contact Centre. DELETED 2008-09	Revised 2007-08
Use of Resources 2008	UR 6.1	Continue to ensure that all agendas, reports and minutes for meetings of council, committees and scrutiny panels should be made available to the public.		Neil Harris	March				Bi-annual	Documentation is made available to the public on digital Maidstone. Regular checks on the website are undertaken and a new committee minutes system is being implemented. Has been integrated with UR 4 DELETED 2008-09	New 2007-08
Use of Resources 2008	UR 10.6	The annual report or similar document includes information and analysis about the council's environmental footprint		Jim Boot/ Roger Adley						An environmental update was included in the October 2007 edition of Borough Update. Further information in relation to the environmental footprint was included in the March 2008 edition. This included information about the Council's efforts towards reducing the Council's carbon footprint and its aim to be	New 2008-09

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										carbon neutral by 2010. This can be found at http://www.digitalmaidstone.co.uk/pdf/BU%20East%20April%202008.pdf This has been integrated with UR 5 DELETED 2008-09	
Use of Resources 2008	UR 33	The standing orders, standing financial instructions and scheme of delegation make specific reference to partnerships as appropriate.	HIGH	Derek Williamson						Financial arrangements have just been approved by Council and include references to partnerships. The standing contract instructions are being reviewed county wide. Repeated in UR 30 DELETED 2008-09	New 2008-09
Use of Resources 2008	UR 10.24	The council collects information on the needs of and the impact of its services, policies and strategies on different community groups and is using this information to improve VFM, outcomes and access to services.		Ian Park						The authority has a programme of Equality Impact Needs Assessments which analyses compliance against the six equality strands, each of which also have focus groups. The main focus groups are the Disability group and Minority Ethnic Community Group which meets around every two months and the Diversity Forum and Older Persons Forum which meet quarterly. This information is then used in service plans to improve access to services and VFM. EIA's carried out to date are: <ul style="list-style-type: none"> • Communication Strategy; • Sustainable Communities Strategy; • Museum; • Hazlitt Youth Theatre; • Customer Care; • The recruitment and selection procedure; • Health and Safety Enforcement policy (food); and • Scrutiny and Democratic Services. This has been integrated with 7.1 to create UR 6 DELETED 2008-09	New 2008-09

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2008	UR 10.25	The council has exemplary arrangements to produce reliable data. It has an agreed approach with partners to produce reliable data.		Policy & Performance Manager						<p>The Council has a data quality policy extending to partners. Where appropriate data quality arrangements are included in SLA's. In terms of Benefits for example there is a partnership agreement which includes the following statement on data quality: "The partnership recognises the importance of data quality and places a high priority on the systems and procedures to capture and report performance data. Responsibility for data quality is the responsibility of the Benefit Security Manager and will be subject to annual review by the lead officers from each authority."</p> <p>The Council will continue improvements to data quality arrangements.</p> <p>This is repeated at UR 31</p> <p>DELETED 2008-09</p>	New 2008-09
Use of Resources 2008	UR 7.1	Undertake an equalities impact assessment of its strategies to understand the effect and impact these and budget decisions will have.		Ian Park	March				Bi-annual	<p>A programme of equalities impact assessments has been established through which the authority's strategies will be assessed together with any budget implications. Whilst service managers are responsible for driving reviews within their area the Social Inclusion Manager will maintain an overview of progress. We have been part of a Beacon pilot project to establish best practice guidelines (July-Dec '07) which will be launched nationally in March '08. 9 Managers have been trained in EINA's. Eight EINA's are scheduled to be completed Jan-March '08</p> <p>Has been combined with 10.24 to create UR 6</p> <p>DELETED 2008-09</p>	New 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2008	UR 7.3	Asset management planning should be fully integrated with business planning and the role and contribution of property should be explicit in these business plans		David Tibbit	March				Bi-annual	<p>Heads of Service will be requested to include a report on the use of their assets covering, suitability and how they could be improved to provide better services, in future Service Plans. This is now included in the Service Plan guidance issued to heads of service.</p> <p>This has been incorporated into UR 14</p> <p>DELETED 2008-09</p>	New 2007-08
Use of Resources 2008	UR 7.4	The council should challenge whether assets are required, fit for purpose, provide value for money and meet needs through periodic reviews.		David Tibbit	March				Bi-annual	<p>Suitability surveys, condition surveys and maintenance and energy costs are used to challenge continued ownership, fitness for purpose and value for money. The AMP has been updated to reflect progress on the Museum, new offices, the new Depot and the Exchange Room improvements resulting from reviews of accommodation. The workplan for 2008/9 includes a comprehensive review of assets.</p> <p>This has been incorporated into UR11</p> <p>DELETED 2008-09</p>	New 2007-08
Use of Resources 2008	UR 8.1	Stretch performance and monitor achievement for targets of income collection and recovery of arrears.		Derek Williamson and Tony Jeyes	March				Bi-annual	<p>The authority sets targets for the collection of income and arrears in line with good financial management practice. Council Tax and NNDR are set in quarterly meetings.</p> <p>This has been incorporated into UR 29</p> <p>DELETED 2008-09-24</p>	New 2007-08
Use of Resources 2008	UR 9.1	Reports to support strategic policy decisions, and initiation documents for all major projects, also include a sustainability impact appraisal.		Jim Boot	March				Bi-annual	<p>The Council's approach to sustainability impact appraisals will be reviewed during 2007-08 to ensure that policy decisions and projects take account of sustainability issues where this is not already a feature.</p> <p>This has been incorporated into UR 8</p> <p>DELETED 2008-09</p>	New 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2008	UR 26	Council should use IT to improve its own value for money and should be able to demonstrate examples of service improvements, including access to services for users, or efficiency savings through using IT.		Paul Taylor	March				Bi-annual	<p>This is being done for example in and through the Contact Centre, Document Image Processing (DIP), GIS, the intranet and internet and the payment kiosk. The IT section have recently rationalised the corporate server platform by moving to virtualised servers and this has made a significant saving. Voice over IT is currently been looked at as an invest to save bid. The Council continues to invest in new technologies where a business case exists. An excellent example of this is the recent Voice Over IP procurement. The Council has now implemented Voip and a corporate print solution. Both of which are invest to save bids and produce efficiency savings. The new multi agency Gateway which opens in January 09 is an excellent example of improving access and quality of community services. The Gateway will focus on holistic 'end to end' service delivery with the emphasis on outcomes.</p> <p>Another good example is the move to a cashless reception which was completed in the temporary reception.</p> <p>DELETED 2008-09</p>	New 2007-08
Use of Resources 2008	UR 9.2	Review the council's scrutiny function to ensure that it is effective and encourages constructive challenge.		Angela Woodhouse					Bi-annual	<p>Done. The scrutiny function was reviewed last year and a new structure implemented in 2007-08. All scrutiny members were surveyed on the effectiveness of the function and the scrutiny Chairmen have agreed a number of recommendations for improvement, including a public engagement strategy.</p> <p>Completed</p> <p>DELETED 2008-09</p>	New 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2008	UR 9.3	Obtain evidence of the viability of its significant contractors' / partners business continuity plans.		Paul Taylor	March				Bi-annual	The Council now has well developed BCPs and in recent desk top scenarios emphasis has been placed on ensuring critical contractors have robust business plans in place. This is now a standard question in the procurement process. This has been incorporated into UR 34 DELETED 2008-09	New 2007-08
Use of Resources 2008	UR 9.7	Demonstrate that staff within the council and contracting organisations have confidence in the whistleblowing arrangements and feel safe to make a disclosure.		Brian Parsons	March				Bi-annual	Staff checked. A staff survey was done with a mainly positive response. This is repeated at UR 21 DELETED 2008-09	New 2007-08
Use of Resources 2008	UR 9.8	All application forms for services and benefits should have a fair processing notification permitting data sharing for prevention and detections of fraud and corruption.		Brian Parsons	March				Bi-annual	This has been put in place on a range of documents. This will continue to be put in place and monitored. This is repeated at UR 22 DELETED 2008-09	New 2007-08
Use of Resources 2008	UR 10.12	The council can demonstrate that it has embedded risk management in its business processes, including in relation to project management		Brian Parsons						Risk management is included in the project management toolkit and is a compulsory item on Member and cabinet reports. The Project Management Toolkit specifically details the importance of having a risk assessment for all projects and managing these risks. It also requires a Risk Log – featuring risks identified at any stage of the project categorised according to Maidstone Borough Council's Risk Management Criteria. The Council will continue to improve risk management in business processes including project management. This has been embedded DELETED 2008-09	

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Use of Resources 2008	UR 10.28	<i>The council understands and evaluates the impact of its term / whole life costs and benefits, including environmental and social, and takes account of these when making decisions. All policy proposals have in built cost analyses.</i>		Derek Williamson/ Paul Riley						The standard report format includes the requirement for all implications to be considered including legal, financial, social inclusion and environmental/sustainable development. Major proposals must include a comprehensive financial appraisal covering capital and revenue costs in the short and medium term. The capital evaluation process includes whole life costing. Major reports are presented to Management Team which ensures compliance with the report format and gives quality assurance. This has been embedded DELETED 2008-09	New 2008-09
Use of Resources 2008	UR 37	The council has evaluated its use of partnerships to improve VFM. It has an understanding of total resources at the disposal of its significant partnerships which it is using to support clearly identified outcomes.		Derek Williamson						An exercise to determine outturn expenditure in relation to performance and cost is planned and the Council is looking to begin an update (Price Book 2) with neighbouring councils. Discussions are underway as to how this will be approached and whether there are any other councils, including outside of Kent, that could be involved with this. This is covered in UR 32 DELETED 2008-09	New 2008-09
Data Quality	DQ4	Develop the authority's performance management systems and culture (including the implementation of the Excelsis Performance Management Framework) to ensure 'right first time' approach to data gathering and eliminate multiple points of data collection.		David Edwards	Improve systems and culture	Improve systems and culture			Bi-annual	The Excelsis Performance Management Framework was implemented in mid-2007 with the first update to Cabinet being reported in November 2007. At the same time, work on engaging staff in performance management has been completed with a new Reach the Summit system implemented. This work provides a firm basis for ensuring that data is checked and 'right first time' as well as working to eliminate multiple collections. This action has not been deleted but re-phrased at DQ1	Revised 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Data Quality	DQ5	As part of its Business Transformation Programme undertake an audit of Council systems to assess their fitness for purpose as part of BTP.		Alasdair Robertson	8 services	8 services			Bi-annual	The Business Transformation Programme is being implemented, reviewing key services over a three year period. A range of services have been reviewed to date including Planning Enforcement, Environmental Enforcement, Housing Options, Bereavement Services, Recruitment and Human Resources, Parking Services, Environmental Services and Legal Services. The review consists of process mapping, development control, the analysis of systems and the introduction of new technology where appropriate. Partnerships with two other Kent boroughs have commenced. DELETED 2008-09	Revised 2007-08
Data Quality	DQ7	Embed data quality as part of the successfully introduced Council's competency framework.		Dena Smart	April				Bi-annual	Done. Data quality is included in the Council's competency framework developed during extensive rounds of competency workshops in 2006-07. The effective implementation of the competency framework has been supported through initial groundwork on restructuring pay scales and developing core values. Data quality has been embedded in the Council's competency framework which is reviewed biannually. DELETED 2008-09	No change
Data Quality	DQ8	Undertake a benchmarking exercise to review the effectiveness of the Council's data quality arrangements by completing analysis through KPIN (Kent Performance Improvement Network) (see also DQ13).		Policy & Performance Manager	2007-08				Bi-annual	The authority has undertaken an exercise to compare its data quality policy against other Kent authorities. Joint training related to information checking is being organised with the Royal Borough of Tunbridge Wells for late 2007. 15 authorities across Kent were contacted through KPIN, of these, five responded. The information received was incorporated into a report on data quality. This has been incorporated with DQ13 to make DQ3 DELETED 2008-09	Revised 2007-08

Area	Ref	Action	Priority	Responsible Officer/s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Data Quality	DQ8	Clearly demonstrate the Council's business continuity plan for all key directorates.		Paul Taylor and Policy & Performance Manager	July (BCP in service plans)				Bi-annual	<p>The Council has a corporate Business Continuity Plan and individual Business Continuity Plans for key service areas. These were tested as part of the Maidstone Winter Willow exercise, and will be tested again this year. Documents are made available to staff on the Business Continuity team site. In addition business continuity was included in service planning guidance for 2007-08 onwards. Service Managers were required to address business continuity issues in their service plans for 2007-08 onwards by 30 March 2007. Guidance has been developed for 2008-09 based upon experience.</p> <p>Individual service BCP's are now being updated. The current status will be reported to COMT later this month.</p> <p>Incorporated into DQ5</p> <p>DELETED 2008-09</p>	New 2007-08
Data Quality	DQ13	Undertake benchmarking exercises to review the effectiveness of its own monitoring and review arrangements (see also DQ8).		Policy & Performance Manager and All Heads of Service	Initial exercise April / further work 2007-08				Bi-annual	<p>The authority has undertaken an exercise to compare its data quality policy against other Kent authorities. We will be undertaking additional work during 2007-08. Joint training related to information checking is being organised with the Royal Borough of Tunbridge Wells for late 2007. 15 authorities across Kent were contacted through KPIN, of these, five responded. The information received was incorporated into a report on data quality.</p> <p>This has been incorporated with DQ8 to make DQ3</p> <p>DELETED 2008-09</p>	New 2007-08

Area	Ref	Action	Priority	Responsible Officer /s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
Data Quality	DQ11	Undertake review of staff awareness of data quality issues.		Dena Smart and Policy & Performance Manager	2007-08				Bi-annual	<p>This will be undertaken during 2007-08. Initially, awareness has been raised through competency workshops and briefings; re-iteration of data quality at times of data collection; and through the staff handbook and core values. Further awareness-raising activities will be undertaken during the year as well as an 'audit of understanding'. A staff survey has been conducted to review staff awareness of the data quality policy and skills relating to data quality. The results can be found in the data quality report.</p> <p>A survey has been done and actions recommended</p> <p>DELETED 2008-09</p>	New 2007-08
Data Quality	DQ12	Evidence that the data quality action plan has been implemented and objectives achieved.		Policy & Performance Manager and All Heads of Service	July				Bi-annual	<p>All of the actions in the original data quality policy have been implemented or are in the process of being implemented with revised timescales. The authority has reviewed its Corporate Improvement Plan to bring together all actions relating to data quality.</p> <p>DELETED 2008-09</p>	New 2007-08
Data Quality	DQ15	Ensure the data quality policy covers data quality requirements in relation to partnership working, where relevant.		Policy & Performance Manager and All Heads of Service	2007				Bi-annual	<p>Done. The data quality policy was updated in June 2007 incorporating of partnership working.</p> <p>DELETED 2008-09</p>	New 2007-08
Data Quality	DQ17	Evidence that the Council has carried out detailed scenario planning for its performance information systems and made changes to address any weaknesses identified.		Policy & Performance Manager and Paul Taylor	2007-08				Bi-annual	<p>This is being done through business continuity planning and service planning. Progress on scenario planning will be reviewed during 2007-08. The Council carried out two desk top test during the year ranging from the national winter willow to a local scenario. The test was supported by KCCs EP/BCM teams and learning was shared and posted on the BCM team site. Details of scenario based testing of the Council's BCP can be found on the BCM teamsite http://pandora/sites/BCM/default.aspx.</p> <p>Excelsis is a web based application and the server it is located on is backed up every evening. All</p>	New 2007-08

Area	Ref	Action	Priority	Responsible Officer /s	2007-08	2008-09	2009-10	2010-11	Reporting Frequency	Progress	Change
										<p>members of the Policy & Performance team have 'gold' access for homeworking and could therefore access the system remotely.</p> <p>DELETED 2008-09</p>	
Data Quality	DQ21	Ensure all data is reported in a timely manner.		Policy & Performance Manager and All Heads of Service	November				Bi-annual	<p>This will be undertaken as part of the implementation of DQ16.</p> <p>DELETED 2008-09</p>	New 2007-08
Data Quality	DQ22	All BVPI's should be calculated in accordance with the guidance available.		Management Team, All Heads of Service and Policy & Performance Manager	April	Ongoing	Ongoing	Ongoing	Bi-annual	<p>The Council calculates its BVPI data in accordance with the guidance available. A process is already in place to ensure this but as the audit clearly identifies there are sometimes errors in the data collection. The need to do this will be re-enforced with the officers responsible for the data. Working papers for BVPIs are now collected centrally as an added level of checking.</p> <p>DELETED 2008-09</p>	New 2007-08
Data Quality	DQ23	Evidence is retained to support the total number of private sector homes reported in the Housing Investment Programme (HIP), Housing Strategy Statistical Appendix (HSSA).		Paul Taylor	July				Bi-annual	<p>Done. The Revenues Manager and Chief Housing Officer have confirmed that systems are now in place and evidence is retained. A full evidence file is kept for each year's annual HSSA statutory return, giving a clear calculation of the total number of private sector homes. This PI was also examined by our external auditor Paul Newton-Taylor.</p> <p>DELETED 2008-09</p>	New 2007-08
BVPI General Survey 2006-07	GS3	Ensure that issues identified in the BVPI surveys are taken into account in policy development work through the drafting of strategic documents such as the Strategic Plan 2008-11.		David Edwards, Policy & Performance Manager and Roger Adley	March				Bi-annual	<p>The Strategic Plan 2008-11 was developed within the context of a wide range of factors including feedback received from consultation exercises such as the BVPI surveys. A variety of plans and strategies underpin the Strategic Plan and specific work will be picked up in, for example, service plans.</p> <p>This has been done. The 2009-12 Strategic Plan will take into account the Palce Survey taking place later in 2008.</p>	New 2007-08

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										DELETED 2008-09	