



APPENDIX A

SOUTH SOMERSET DISTRICT COUNCIL

Strategic Improvement and Development Plan

Position as at 9 March 2009

SSDC - Strategic Improvement and Development Plan (as at 9 March 2009)

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
Lead - Chief Executive								
1	Civil Contingencies Act	Re-examine and amend as necessary the SSDC Emergency Plan by end of November 2006	Emergency Planning Officer	A revised EP approved by Management Board	A plan which meets the requirements of the civil contingency arrangements within the county	High	Complete	Civil Contingency Work Programme
2	Annual Audit and Inspection letter – March 2006	Complete a risk assessment to inform the Council's procedure on appropriate levels of revenue balances and reserves by end of July 2006	Head of Finance	A process, validated by the CEO, which accurately assesses and provides for financial risk	A transparent methodology which directly links, through the Medium Term Financial Plan (MTFP) risk to balances and reserve levels	High	Complete	MTFP Risk Assessment
								Methodology is now used on an annual basis
3	Annual Audit and Inspection Letter – March 2007	Review work to date on risk and business continuity by end of July 15 2007		Action Plan signed off by MB	Maintain focus on overarching corporate improvements	High	Complete	Management Board minutes
4	Civil Contingency Act	Risk Assess SSDC's ability to perform its functions within an emergency context and draw up an action plan by end of December 2006 – Plan to be revised annually	Emergency Planning Officer	Management Board to approve the Action Plan	A clear understanding of the areas of risk, mitigation factors and actions required	High	Complete	Civil Contingency Work Programme

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
5	Environment Services Inspection 2007	Have all service standards clearly displayed on web and via other media by October 1st 2007		Consistent communications for residents/ service users	Greater ability for residents to hold services to account	High	Complete	Service standards link on front page of www.southsomerset.gov.uk
6	Transformation Board	'A transformation approach' document to be written, adopted and used by SSDC by July 1 2007		'A Transformation Approach' document	SSDC has a clearer view of what transformation is all about and how it will be achieved	Medium/ High	Complete	CEO produced and released the 'Framework for Change' document
7	Civil Contingency Act	Undertake Business Continuity (BCM) and Disaster Recovery (DR) evaluations by end of November 2006, understand the gaps and produce an action plan to address. Action Plans in place by end of February 2007. Plans to be revised annually.	Emergency Planning Officer	Management Board approve Action Plans by end of March 2007	Organisational clarity on BCM and DR issues and plans to address them	Medium	Complete	Civil Contingency Work Programme
8	CPA Assessment Annual Audit and Inspection letter – March 2006	Produce an updated Workforce Planning Strategy by end of October 2006	(now with the CDC)	Management Board approve the Workforce Planning Strategy	Corporate focus on the level and application of skills to assist the authority continually improve services	Medium	Complete	Workforce Planning 'Keep It Simple' leaflet Workforce Planning Strategy

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
9	Audit Commission KLOE 06/07	Attain Level 3 in Use of Resources judgement by end of Sept 2007	Head of Finance	District Audit confirmation of compliance	Wide evidence of better utilisation of resources with a strong emphasis on value for money	Low	Complete	Use of Resources Action Plan
10	Customer Access Inspection	Embrace report recommendation and develop an integrated customer access strategy and new action plans by end of October 2006	CDC Head of Customer Services	Updated Customer Access Strategy and Action Plans approved by Management Board	Identification of the actions needed to take customer access to the next level	Low	Complete	Customer Access Strategy approved by Management Board 15 October 2007
11	Pioneer Somerset	Establish clear governance arrangements	Chief Executive	Governance arrangements agreed by members by end of Feb 2009	Clear decision making framework	High	Complete	Pioneer Somerset agenda and reports, DX and Council reports and minutes
Lead - Corporate Director (Communities)								
12	CPA Assessment	Introduce a clear corporate approach to project management at SSDC by end of August 2006		Documented guidance on project management approved by Management Board	A consistent project management approach throughout the organisation	High	Complete	Guides to Project Management All SSDC projects follow agreed methodology
13	LIFT SW Strategy CRE Equality Standard in Local	Achieve Level 2 Equality Standard by end of April 2007	Equalities and Diversity Officer	South West Audit Partnership confirmation of Level 2	A common framework approach at SSDC in dealing with race, disability and gender	High	Complete	Equalities Standard Action Plan

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
	Government Corporate Equalities Strategy			compliance	inequality issues			
14	Race Relations (Amendment) Act	Produce a revised Race Equality Scheme by end of October 2006	Equalities and Diversity Officer	District Executive approval of the Scheme	An updated scheme which will enable a score of 50% or more to be returned on BVPI 2b for 2006/07	High	Complete	Race Equality Scheme
15	Use of Resources (UoR) Audit Score Feedback	'Benchmarking in Services' paper for all managers produced by August 15 2007		Document signed off by MB	Corporate approach agreed and used for benchmarking	High	Complete	Management Board minutes
16	CPA Assessment Annual Audit and Inspection letter – March 2006 Corporate Plan	Develop risk management arrangements for identifying, measuring and mitigating corporate and operational risk at SSDC by end of October 2006	Procurement Manager	A well understood corporate risk approach approved by SMF	A system which provides assurance to all stakeholders that business risk is managed effectively at SSDC	High	Complete	Risk Action Plan
17	CPA Assessment	Develop a Procurement Strategy by end of September 2006	Procurement Manager	A Procurement Strategy endorsed by Scrutiny	Organisational clarity on how procurement is to be improved effectively and	High	Complete	Procurement Strategy

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
				Committee and District Executive	efficiently			Management Board monitors delivery of the strategy
18	Disability Discrimination Act	Produce the Disability Equality Scheme by end of December 2006	Equalities and Diversity Officer	District Executive approval of the Scheme	A scheme put together with the full involvement of those with disabilities	High	Complete	Equality Scheme
19	Annual Audit and Inspection Plan May 2007	Oversee delivery of all elements of the Data Quality Action Plan By end of November 2007	Head of Legal and Democratic Services	Completed actions signed off by MB	Demonstration of a clear corporate approach to high data quality standards	Medium	Complete	Data Quality Strategy and Action Plan
20	CPA Assessment Customer Access Inspection Report Corporate Plan	Develop a regular programme of consultation with the public, including 'Hard to Reach' groups by end of November 2006	Communication s Manager Equalities and Diversity Officer	Consultation Strategy approved by Management Board	Greater clarity for SSDC and partners on issues, concerns and views of all sections of the community	Medium	Complete	Communications Team Service Plan See Equality Strategy actions
21	CPA Assessment	Review the effectiveness of the Balanced Scorecard approach by end of January 2007		A revised approach placing emphasis on cost and quality factors for each service area	Greater organisational understanding of how strategy mapping turns vision into reality and how cost and quality factors interact	Low	Complete	Balanced Scorecard Review Plan New Balanced Scorecard Quarterly Report
22	Somerset Community	Develop the actions, by end of	Equalities and Diversity Officer	Management Board approve	Evidence of a focus on both internal and	Low	Complete	Cohesion Action Plan

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
	Cohesion Strategy 2004-2014	September 2006, to be undertaken by SSDC to deliver on the Strategy		the Action Plan	external dimensions of cohesion			
Lead - Corporate Director (Economic Vitality)								
23	Planning Inspection report	Ensure Audit Commission recommendations are incorporated into the Development Control Improvement Plan by end of September 2006	Head of Development and Building Control	Revised Development Control Improvement Plan which gives evidence of being focused on quality of service as well as speed of processing	Improvements in quality as well as speed becoming more central to the service	Medium	Complete	Service Plan 09/10 and Improvement Plan Improvement Plan monitored by a joint officer/member Planning Improvement Board
24	ODPM Inspection Planning Inspection Corporate Plan	Ensure all Development Control PIs are at or above Government targets by end of November 2006	Head of Development and Building Control	Internally validated figures which are at or above Government targets in terms of speed of processing	Improved service for customers and a basis on which SSDC can be removed as a Standards Authority and the removal of a barrier to possible CPA re-classification	Medium	Complete	Development Control Improvement Plan 'Majors' and 'Minors' target hit in 2006/07. 'Others' target hit in Quarter 1 2007/08 Service released from "standards authority" status in 2008
Lead - Corporate Director (Health & Well-being)								
25	SSP	Sign of new LAA	CD – H&W	Revised LAA	Greater Somerset	High	High level	

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
	Somerset Local Area Agreement (LAA)	with high level targets agreed by end of June 2008			focus on key outcomes for communities		targets agreed and 'signed up to'	Corporate Plan and Service Plans.
26	SSP Somerset Local Area Agreement (LAA)	Sign off new LAA with all delivery plan targets agreed by end of March 2009	CD – H&W	Revised LAA	Greater Somerset focus on key outcomes for communities	High	SCC has been asked to complete work to determine the proposed SSDC delivery plan targets, as a matter of urgency. In process of integrating these with Corporate Plan 'Our Targets' insert.	Corporate Plan and Service Plans.

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:	
27	Audit Commission Inspection of Strategic Housing Service	Produce an improvement plan by end of November 2008.	CD – H&W	Improvement Plan	Improved customer focus; Better standards that reflect users' expectations and feedback; Better access to specialist housing advice; Better understanding of VFM; Greater capacity to increase supply of affordable housing; More stable housing for vulnerable households.	High to medium	Improvement plan produced.	Strategic Housing Improvement Plan and Service Plans.	
		Implement Improvement Plan key milestones by end of: A) May 2009 B) Nov 2009	CD – H&W	Improvement Plan fully implemented		High to medium	Improvement Plan agreed and being implemented. On Target.		
		Develop a country-wide housing strategy	CHSM	Strategy developed by end of May 09 (subject to cooperation of partners agencies)	Future provision of services better aligned	Medium	On target		Strategic Housing Improvement Plan and Service Plans
		Revise the country-wide supporting people strategy	CHSM	Strategy developed by end of May 09 (subject to cooperation of partners agencies)	Future provision of services better aligned	Medium	On target		Strategic Housing Improvement Plan and Service Plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
		BRE survey data analysed to identify areas of worst housing by end Feb 09	DHEHCP	Decision made as to undertaking of area based approach by end of May 09	Merits of area based approach fully considered and informed decision made	Low	On target	Strategic Housing Improvement Plan and Service Plans
Lead -Corporate Director (Environment)								
28	Executive Board	Refreshed Corporate Plan by end of Jan 2009	CD(E)	Refreshed Corporate Plan	Maintained linkage with SCS, LAA and community aspirations	High	Complete	Work programme
Lead - Head of Finance								
29	Annual Audit and Inspection Plan May 2007	Establish clear evaluation process for <u>all</u> partnerships, including those to whom SSDC contribute funds By August 1 2007	Voluntary Sector Officer	Evaluation pro-forma signed off by MB	Contribution to better performance management of partnerships	High	Complete	Partnerships evaluated via services and service planning
30	Annual Audit and Inspection Letter – March 2007	Agree a new UoR action plan to retain level 3 and move towards level 4 by May 25 2007		Action Plan signed off by MB	A stronger corporate approach evident in the use of all resources	Medium	Complete	UoR Action Plan
31	Use of Resources May 2007	Clearer linkage between MTFP and joint working with partners By 15 Sept 07		Amended MTFP signed off by MB	Contribution to better performance management of partnerships	Medium	Complete	Links centralised in Partnership matrices and assessment grids

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
31 a	Statement of Internal Controls 2007	1) Use of Resources improvement plan	Head of Finance	Action Plan signed off as complete by MB by end of Dec 07	Better governance arrangements	Medium	Completed	SIC Action Plan 2007/8 monitored through the Audit Committee
31 b	Statement of Internal Controls 2007	2) Contract Procedure Rules – complete revision to bring all procedures into one document	Head of ICT/ Procurement	Action Plan signed off as complete by MB by end of Dec 07	Better governance arrangements	Medium	Completed	SIC Action Plan 2007/8 monitored through the Audit Committee
31 c	Statement of Internal Controls 2007	3) Risk Management – provide management reports and embed into organisation	Head of ICT/ Procurement	Action Plan signed off as complete by MB by end of Dec 07	Better governance arrangements	Medium	Completed	SIC Action Plan 2007/8 monitored through the Audit Committee
31 d	Statement of Internal Controls 2007	4) Project Management guidance – deliver guidance and training	Corporate Director (Communities)	Action Plan signed off as complete by MB by end of Dec 07	Better governance arrangements	Medium	Completed	SIC Action Plan 2007/8 monitored through the Audit Committee
31 e	Statement of Internal Controls 2007	5) HR system – improve controls and processes	Corporate Director (Communities)	Action Plan signed off as complete by MB by end of Dec 07	Better governance arrangements	Medium	Completed	SIC Action Plan 2007/8 monitored through the Audit Committee

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
31 f	Statement of Internal Controls 2007	6) Review Cash office security at Chard	Head of Finance	Action Plan signed off as complete by MB by end of Dec 07	Better governance arrangements	Medium	Completed	SIC Action Plan 2007/8 monitored through the Audit Committee
31 g	Statement of Internal Controls 2007	7) Improvements in Internal Audit Report findings	Head of Finance	Action Plan signed off as complete by MB by end of Dec 07	Better governance arrangements	Medium	Completed	SIC Action Plan 2007/8 monitored through the Audit Committee
31 h	Statement of Internal Controls 2007	8) Produce a register for potentially Violent Warning Markers and Dangerous Buildings	Head of Legal & Democratic Services	Action Plan signed off as complete by MB by end of Dec 07 Register completed by end of June 09.	Better governance arrangements	Medium	On target Officer responsibility allocated to administer process – Head of Legal & Democratic Services	SIC Action Plan 2007/8 monitored through the Audit Committee Now included in 2008/9 Annual Governance Action plan
32	Financial Statements Audit 2007	Address Audit Commission recommendations through delivery of agreed action plan by end of June 2008	Head of Finance	Action Plan signed off as completed by MB	More robust financial arrangements	Medium/ Low	Complete	Statement of Accounts Action Plan

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
33	Annual Governance Statement 2008	Complete all AGS actions by end of March 2009	Head of Finance	Action Plan signed off as completed by MB end of Mar 09	Improvements to Local Governance	Medium	Actions on target	Annual Governance Action Plan
34	Annual Governance Report 2007-08	Ensure the recommendation from the agreed action plan is implemented by end of June 2009	Head of Finance	Action Plan signed off as completed by MB end of Mar 09	More complete financial arrangements	High	Action on target	Statement of Accounts Plan
Lead - Other								
35	CPA Pilot Assessment	Ensure the corporate plan priorities are aligned to plans of partners by end of November 2006	Management Board	Evidence of clear linkage	Ability to deliver improvements required by communities through partners plans	High	Complete	Management Board notes and agreed actions LAA, LSP input
36	LSP	Adoption of SCS by LSP by end of October 2008	Head of Area Development (East)	New SCS	Greater synergies for partners to deliver on a South Somerset community agenda	High	Complete	Work programme

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
37	CPA Pilot Assessment	Have a clear process to address areas of underperformance in: Development Control Street scene Benefits Equalities and Diversity By end of September 2006	Management Board	Clear improvement plans within revised service plans for 2006/07 and service plans for 2007/08	Evidence of improvement through performance monitoring processes	High	Complete	Service Plans 2006-07 Corporate Equalities Strategy Development Control Improvement Plan
			Heads of Service					Required year-on-year improvements contained within service plans
38	Environment Services Inspection 2007	Have complaints as a standing item at SMF for everyone to ensure they are taking complaints back into service planning actions by October 1st 2007	SMF	Another channel established to ensure complaints are used positively within the organisation	Greater ability to respond to customer concerns in a systematic way	High	Complete	SMF Agenda
								SMF regularly considers corporate complaints register
39	Corporate Plan	Review all 2005/06 actions for compliance and assess 2006/07 to date picture by end of August 2006	Management Board	Report to organisation and partners on what was achieved in 2005/06 plus	Evidence of an open performance focus and culture	Medium	Complete	Management Board minutes and Letter to staff and partners from Leader/CEO

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
				maintain monitoring of 2006/07 requires actions				Review is completed annually with a summary leaflet produced and send to partners on key achievements
CPA 2008								
40	CPA Assessment 2008 Annual Governance Statement	Key strategies and plans need to be reviewed in line with the refresh of the corporate plan to ensure priorities are aligned.	MB	All key plans and strategies systematically reviewed and updated Within 4 months of sign off of 'Our Targets'	All key Plans and Strategies aligned to Corporate Plan and priorities	High	On target (see also 42)	Management Board agenda and minutes
41	CPA Assessment 2008	The Council needs to - strengthen its approach to performance management to provide a greater focus on outcomes that the community would recognise. - improve accountability,	MB	Establish a new Performance/ Communication s team to focus on the drive for clearer outcomes.	All corporate targets listed from LAA, SCS and Local priority areas and able to deliver community outcomes.	High	P&C team in place	Corporate Plan and 'Our Targets' insert
			MB	First 'Our Targets' insert by end Feb 2009		High	Draft 'Our targets' insert complete To be taken for sign off to May DX and full Council July	

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
42	CPA Assessment 2008 Annual Governance Statement	Ensure all action plans are Specific, Measurable, Achievable, Resourced and Targeted (SMART) to include: - baseline data - outcome focused measures that the local community would recognise.	Directors	a) All Service and area Development Action plans by end April 09	Actions have evidence based targets set that are meaningful and realistic	High	On target (See also 40)	Service Plans
			Directors	b) All strategy Action plans have smart targets Within 4 months of sign off of 'Our Targets'		High	On target (See also 40)	Service Plans
43	CPA Assessment 2008	Targets need to be reviewed to ensure they are consistently challenging and stretching.	MB	Corporate scorecard reviewed	A culture of challenge and continual improvement amongst all SSDC staff	High	Complete	Service Plans 'Our Targets' insert
			MB	Targets set for all NIs and local PIs by end of Feb 2009		High	Targets being finalised for Member's approval May 09	

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
Data Quality Review Feb 2007								
44	Data Quality Review Feb 2007	R1 Ensure that councillors receive appropriate training on data quality and information management and clarify responsibilities for overall data quality at member level.	HLD & CDC	Training & guidance included in Member induction Programme (after production of Data Quality strategy) End of May 2008	Members better skilled to manage data quality and information management	Medium	Complete	<i>Data quality Strategy</i> Service Plans
45	Data Quality Review Feb 2007	R2 Develop a clearer and consistent corporate approach by adopting corporate objectives for information management and set data quality objectives for all relevant services.	HLD	Develop a Data Quality Strategy, which will outline our information management objectives. Data Quality objectives will be included in individual service plans. End of Sept 2007	Data Quality objectives clearly defined and communicated	High	Complete	Service Plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
46	Data Quality Review Feb 2007	R3 Clarify whether staff understand and follow data quality policies and procedures and apply them consistently throughout the organisation.	HLD	Explore after Data Quality Strategy produced. Procedural notes disseminated through Insite (intranet) End of Nov 2007	Policies and procedures understood and consistently applied	Medium	Complete	Service Plans
47	Data Quality Review Feb 2007	R4 Ensure that staff are clear about the quality of performance data that they are expected to aim for.	CDC	Disseminated through Insite End of Nov 2007	Clear standards for quality of performance quality known and followed by all staff	Medium	Complete	Service Plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
48	Data Quality Review Feb 2007	R5 Demonstrate that data on groups of citizens that may be harder to reach is being used to develop and improve services.	MB MP/ HoAE	Ensure service (usage and other) data on Hard to Reach groups is collected by services and analysis fed into service plans. Individual services to carry out impact assessments End of Oct 2007	Equalities information collected is used to drive decision making and improve services	Medium	Complete	Service Plans Corporate Equalities Strategy
49	Data Quality Review Feb 2007	R6 The Council should implement quality control arrangements to confirm the accuracy of data input into statutory housing returns.	CD (H&WB)	HoS to put in place system to ensure accuracy of data submitted End of March 2007	Integrity of data submitted	Medium	Complete	Service plan

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
50	Data Quality Review Feb 2007	R7 The Council should ensure that systems are implemented, which provide reasonable assurance that the recycling data provided by ECT is accurate.	CDE	HoS to ensure robust systems are implemented End of March 2007	Integrity of data submitted	High	Complete	Service Plans
51	Data Quality Review Feb 2007	R8 The Council should ensure that can provide adequate working papers to support the calculation of this BVPI. In addition these working papers should be supported by verifiable system documentation.	CDC HoF MB	Performance Team to co-ordinate and liaise with SWAP on the quality of the documentation. BVPIs will be subject to internal audit. Directors and Head of Service to ensure that adequate working papers, together with verifiable system documentation are provided as part of the annual end of year BVPI	Integrity of data submitted	High	Complete	Service Plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
				returns. End of March 2007				
Data Quality Review Oct 2007								
52	Data Quality Review Oct 2007	R1 Ensure that the Council's data quality strategy continues to be effectively integrated into service planning arrangements and into other strategic documents as appropriate.	CDC	Service Planning guidance ensures all key strategies are embedded at a delivery level. End of March 2008	Key strategies deliverable and monitored against targets	Medium	Complete	Service Plans
53	Data Quality Review Oct 2007	R2 Ensure that the data quality strategy is regularly reviewed and assessed for impact. For example, reviewing the strategy in accordance with the Council's document review. Measures of success could include an assessment of the accuracy and	CGG CDC Performance Team	Strategy details the monitoring and review process to be adopted. End of June 2008	Impact of strategy monitored	Low	Complete	Service Plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
		quality of performance information provided to and from service managers, and from partners.						
54	Data Quality Review Oct 2007	R3 Ensure the approach to both internal and external data sharing is consistent and adopt formal data-sharing protocols as appropriate to the size and nature of each partnership.	CDC & HoS	Partner data sharing protocol in place. Review of partnership undertaken as part of service planning arrangements. Partnership governance arrangement framework in place. End of March 2008	Consistent approach to data sharing appropriate to partnerships	Medium	Complete	Service plans
55	Data Quality Review Oct 2007	R4 Continue to ensure that staff are clear about the quality of performance data that they are expected to aim for, give and receive.	CDC	Data Quality training regularly delivered to all key staff and those with data quality responsibilities. End of March 2008	Clear standards for quality of performance quality known and followed by all staff	Medium	Complete	Service plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
56	Data Quality Review Oct 2007	R5 Demonstrate that external data that is used to measure performance is appropriately checked, in particular for: - satisfaction data and public health data on groups of citizens that may be harder to reach; and - financial data from groups that receive council grants or partnership funding.	CDC CD (H&WB) HoF	External survey (BVPI 2006) conducted by MORI showed sample size too small for hard to reach groups. SSDC carrying out equalities impact assessments for individual services the results of which are used to identify 'data gaps' and systems to be introduced to address these areas through service planning. Revised grant agreements to include periodic sample checks on submissions from groups. Partnership agreements clearly outline monitoring arrangements. End of March 2008	Integrity of data Reassurance of improved data quality	Low	Complete	Service Plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
57	Data Quality Review Oct 2007	R6 Ensure that times of surveys for BV199a, b and c (cleanliness of public spaces) are recorded on all working papers where this is a data field. Ensure that surveys are undertaken in accordance with relevant guidance, such as within relevant hours of the day, and avoiding inspection immediately after litter collections	CDE	Processes to be updated to ensure recommendations at embedded in to our processes. 31 March 2008 and ongoing	Surveys correctly undertaken and reflect and accurate picture	Medium	Complete	Service Plans
58	Data Quality Review Oct 2007	R7 Improve the management arrangements, monitoring and review of indicator BV183b (average stay in hostel accommodation) in line with improvements already identified by the Council.	CD (H&WB)	Arrangements have already been adopted and new practices put in place 31 March 2008 and ongoing	Improved service and data integrity for this indicator	Medium	Complete	Service Plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
59	Data Quality Review Oct 2007	R8 Improve the quality of supporting working papers for the HIP HSSA indicator (private sector homes vacant for more than six months) and demonstrate that the new proposed system and audit trail is fully effective.	CD (H&WB)	Arrangements have already been adopted and new practices put in place. 31 March 2008 and ongoing	Improved service and data integrity for this indicator	Medium	Complete	Service Plans
Data Quality Review Nov 2008								
60	Data Quality Review Nov 2008	R1 Ensure that all improvement actions are consolidated within a simplified framework, for example by developing a single consolidated data quality action plan that is regularly reviewed and updated	Corporate Director (Communities)	Data Quality Strategy action plan to include all recommendations from AC Data Quality reviews End of Dec 2008	An improving approach to consistent data quality at SSDC	High	Completed	Data Quality action plan

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
61	Data Quality Review Nov 2008	R2 Improve the quality of externally generated and shared data by:						
		<ul style="list-style-type: none"> establishing controls and processes to ensure the quality of data received from external sources 	MB/ ADM (East)	Agreed protocols	Better quality data	High	Completed	Data Quality Action Plan
		<ul style="list-style-type: none"> working with partners to identify potential areas of risk in the quality of data they generate 	MB/ PCM Voluntary sector officer	Part of SCC group of Performance Officers & SINE Sample checks – identify irregularities through trends	Better quality data	Medium	Complete & Ongoing Ongoing	Data Quality Action Plan

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
		<ul style="list-style-type: none"> establishing processes to keep partners informed of issues arising from the Council's review of its own internal data quality controls and share any corrective action needed 	MB/ HoF	Regular agenda item for SFO's End of Dec 2009	Consistency across partners	Medium	On target	Data Quality Action Plan
62	Data Quality Review Nov 2008	R3 Continue to ensure that staff and councillors are clear about the quality of performance data that they are expected to give and receive by:						
		<ul style="list-style-type: none"> establishing clear and consistent targets across all services for data quality and monitoring performance against these; 	CDC/ HLD/ HoF/ PCM	<ul style="list-style-type: none"> Tolerance levels for performance reports SWAP audits to monitor data quality Ongoing	Better quality data	High	Ongoing	Data Quality Action Plan

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
		<ul style="list-style-type: none"> monitoring the effectiveness of training, for example through trends in the quality of data produced 	CDC/ HOF	Comparison of SWAP audit trends Include Data Quality reviews as part of computer audit End of June 2009	Better targeting of training	High	On target	Data Quality Action Plan
		<ul style="list-style-type: none"> keeping established guidance and protocols under review. 	MB	Regular reviews of Data Quality as stated in Data Quality strategy End of Jan 2009	Up to date guidance	High	Complete and ongoing	Data Quality Action Plan
63	Data Quality Review Nov 2008	R4 Monitor the effectiveness of recent changes to processes for validating BVPI data.	CD(H&WB)	SWAP audit End of March 2009	Ensure processes are being adhered to	High	Complete and ongoing	Data Quality Action Plan

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
64	Data Quality Review Nov 2008	R5 Arrange additional training for staff inputting data to the benefits system to raise awareness of the importance of data accuracy for the HB PIs.	CD(H&WB)	Inputting data Benefits staff trained about Data quality End Jan 09	Better trained staff, aware of the critical importance of data quality	Medium	Complete and ongoing	Housing and Revs & Bens Service Plans
65	Data Quality Review Nov 2008	R6 Consider what additional reports could be produced which would identify errors in data for the HB PIs.	CD(H&WB)	Identify additional reports Identify systems checks End of Feb 2009	Greater ability to spot errors and ensure data quality	Medium	Complete and ongoing	Housing and Revs & Bens Service Plans
66	Data Quality Review Nov 2008	R7 Ensure that BVPI 183b is calculated and reported on a quarterly basis, as required by the Council's procedure guide for this PI.	CD(H&WB)	System is in place to ensure quarterly reporting 31 March 2009	Compliance with council procedures for this PI	Medium	Complete and ongoing	Environmental Health & Community Protection, Housing and Revs & Bens Service Plans

Ref	Link From	Action	Delivered by	Output/ Date	Outcome	Priority	Status	Link Through To:
67	Data Quality Review Nov 2008	R8 Ensure that the new quarterly reports from the council tax records are used to calculate the PI for private sector homes vacant for more than six months.	CD(H&WB)	System is in place to ensure quarterly reports are used to calculate the PI for private sector homes vacant for more than 6 months End Feb 2009	Accurate data fed in to PI for private sector homes vacant for more than 6 months	Medium	Complete and ongoing	Environmental Health & Community Protection, Housing and Revs & Bens Service Plans)
Annual Audit and Inspection Letter March 2008								
68	Annual Audit and Inspection letter March 2008	R1 The Council should review the way that it measures the effectiveness of initiatives and policies with particular focus on outcomes.	MB	A clear process operating on an annual basis following Outcome Band Accountability principles End of July 2009	The Council will have a clearer focus on outcomes and the explicit link with targets and performance	High	On target	Service plans Corporate Plan
69	Annual Audit and Inspection Letter March 2008	R2 The Council should ensure that it develops and publishes service standards and measures performance against the standards for its services.	MB	Service standards published and monitored by services by end of Nov 2008	Better customer care evident at SSDC	High	Completed	Service Plans

Glossary	
BCM	Business Continuity Management
CDC	Corporate Director (Communities)
CDE	Corporate Director (Environment)
CD (EV)	Corporate Director (Economic Vitality)
CD (H&WB)	Corporate Director (Health and Well-Being)
CEO	Chief Executive
CPA	Comprehensive Performance Assessment
CHSM	Corporate Housing Strategy Manager
DHEHCP	Deputy Head of Environmental Health and Community Protection
DR	Disaster Recovery
HLD	Head of Legal & Democratic Services
HoF	Head of Finance
MB	Management Board
MTFP	Medium Term Financial Plan
PCM	Performance & Communications Manager
SIC	Statement of Internal Control
SMF	Senior Managers Forum

Key
Action complete
Action on target
Action not on target