

## Appendix

# Strategic Improvement & Development Plan as at 31<sup>st</sup> March 2010

Summary of progress against actions:

Link from:	Completed	In Progress - On Target	In Progress - Risk Of Missing Target	Behind Target	Future Action - Not Started	Total
Carried forward from previous plan:	0	3	0	1	0	4
Managing Finances (JoR. 2009):	10	2	1	0	0	13
Governing The Business (JoR. 2009):	9	4	3	2	0	18
Workforce Planning (JoR. 2009):	3	1	0	1	1	6
<b>Total</b>	<b>22</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>41</b>
<b>Total Percentage</b>	<b>53.66%</b>	<b>24.39%</b>	<b>9.76%</b>	<b>9.76%</b>	<b>2.44%</b>	<b>100%</b>

Scrutiny: 11<sup>th</sup> May 2010

(Exported from TEN 08/04/10)

## SSDC – Strategic Improvement and Development Plan (as at 31<sup>st</sup> March 2010)

Link From	Ref	Actions	Priority	Responsibility	Target Date	Output	Outcome	Status	Link
C/F from previous plan	SIP1	Develop a county- wide housing strategy	M	Spatial Policy	June 2010 (Revised from May 2009)	Strategy developed by end May 2009 (subject to cooperation of partners agencies) Revised target June 2010.	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.		Strategic Housing Improvement Plan and Service Plans.
<b>Progress:</b> Work now being integrated with the Somerset Housing Project. Completion by June 2010.									
C/F from previous plan	SIP2	Revise the county-wide supporting people strategy	M	Spatial Policy	May 2009 (Revised to June 2010)	Strategy developed by May 2009 (subject to cooperation of partners agencies). Revised target June 2010.	Future provision of services better aligned.		Strategic Housing Improvement Plan and Service Plans.
<b>Progress:</b> Work now being integrated with Somerset Housing Project. Completion by June 2010.									
C/F from previous plan	SIP3	Produce a register for potentially Violent Warning Markers and Dangerous Buildings	M	Legal & Corporate Services	Action Plan December 2007, Register June 2009	Action Plan signed off as complete by MB by end of Dec 07. Register completed by end for June 2009.	Better governance arrangements		Statement of Internal Controls 2007
<b>Progress:</b> Awaiting finalising of the IT system so that training can commence and then initial piloting of the data can begin. CEO has agreed that this work should be given absolute priority. Manager advised and training date expected before end of June 2010.									
C/F from previous plan	SIP4	Continue to implement the agreed improvement plan following the Housing Inspection	H/M	Place & Performance	June 2010	Improvement Plan fully implemented. Revised target June 2010.	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.		Annual Audit and Inspection Letter March 2009

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<b>Progress:</b>									
Managing finances	UoR 2009-10 R1	Ensure there are clear links from charging policies to corporate policies, and that there is clear communication on how the Council's charges compare to those of other councils.	M	Financial & Corporate Services	31/03/2010	Ensure fees and charges register is more widely used and communicated. Communicate corporately more information on comparisons.	Greater transparency of fees and charges		MTFP
<b>Progress:</b> Fees and charges register is being finalised and will be put on the website by 1st April for charges in 2010/11. The Medium Term Financial Plan increases all non-government fees and charges by inflation as part of the MTFFS policy. Examples of benchmarking of fees carried out for car parking, pest control, Disabled Facility Grants (Housing Standards) and street trading (Licensing)									
Managing finances	UoR 2009-10 R2	Continue to develop the use of sensitivity analysis in financial planning.	M	Financial & Corporate Services	28/02/2010	Will develop further for 2010/11 budget & MTFP	Greater transparency of financial risk		Service Plan
<b>Progress:</b> Further sensitivity analysis has been carried out for 2010/11 and includes information as to how/where the financial risks from that analysis have been managed.									
Managing finances	UoR 2009-10 R3	Complete equality impact assessments for all services and strategies and use the outcomes to inform service and financial planning.	M	Area Development (West)	30/12/2009	Completion of 3 yearly schedule of Equality Impact Assessments for all services. New schedule of EIAs for services and key strategies/policies established. Outcomes monitored quarterly.	Equality & Diversity agenda fully mainstreamed into service and finance planning.		Service Plan

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<b>Progress:</b>	Action on Target Equality Impact Assessments have been completed for services. Work is ongoing as part of the SES to ensure that all strategies are impact assessed and that there is evidence to show that the outcomes of the EIAs are embedded in service planning. All budget savings must assess the impact of equalities as part of the budget process. Equalities impact now forms part of every Executive report.								
Managing finances	UoR 2009-10 R4	Engage effectively with key partners in the financial planning process.	M	Financial & Corporate Services	31/10/2009	Ensure MTFS/MTFP is reviewed at earlier stage & partners are engaged	Key partners engaged in financial planning process		Service Plan
<b>Progress:</b>	MTFP was reviewed in Sept with a workshop for all members. Partnership discussions held in several areas SWP, SWAP, etc. Savings in grants were discussed with the SSVCA and CAB for 2010/11								
Managing finances	UoR 2009-10 R5	Continue to set and achieve challenging targets for collection and recovery of the key types of income and arrears.	H	Financial & Corporate Services	31/10/2010	Group to be set up September 09 to improve process & recovery corporately.	Improved collection process for collection and arrears		Service Plan
<b>Progress:</b>	Post created within Revenues and Benefits to recover overpayments. Processes have been improved. The way that deposits are made for homelessness has changed to a bond scheme to ensure that less funding is paid that will need recovery in the future.								
Managing finances	UoR 2009-10 R6	The District Executive should self-assess its effectiveness in providing leadership on financial planning and financial management.	L	Financial & Corporate Services	31/03/2010	Will review with executive for MTFS/MTFP process – March 2010	Greater self awareness of leadership effectiveness		Service plan
<b>Progress:</b>	Currently researching how best to approach the self assessment. MTFP process for 10/11 highly effective in finding the savings required where Portfolio Holders and officers worked together to find budget savings.								
Managing finances	UoR 2009-	Ensure there are clear links from	H	Communities Economv	01/04/2009	The Climate Change Strategy is a kev strateav and links are	Carbon reduction and climate change adaptation are embedded		Service Plans

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	10 R7	the Carbon Reduction Strategy to proposals to reduce carbon emissions in service plans.		Environment Financial & Corporate Services Health and Wellbeing Legal & Corporate Services		made to carbon reduction and climate change adaptation in Service Planning guidance, capital bid process, growth bids and District Executive Reports.	within service plans and actions. Key decisions are made in full knowledge of carbon implications.		
<b>Progress:</b> Service plan updates for 10/11 being finalised. Impact assessment of recommendations now forms part of all Executive reports.									
Managing finances	UoR 2009-10 R8	Use information from benchmarking exercises to inform budget setting and performance targets.	M	Financial & Corporate Services	30/11/2009 & Ongoing	Will continue to improve in this area. Some benchmarking is being done jointly with SPARSE.	Improve target setting		Service Plan
<b>Progress:</b> Complete and Ongoing - Lean has been utilised in the more comparatively expensive service areas e.g. revenues and Benefits and planning so far. This is likely to achieve over £500k in savings. Benchmarking also forms part of each service plan. SPARSE comparisons now being used.									
Managing finances	UoR 2009-10 R9	Take effective action in service areas where performance and/or user satisfaction is relatively poor.	M	Communities Corporate Services Economy Environment Financial & Corporate Services Health and Wellbeing Legal & Corporate Services Operations & Customer Focus Place &	Ongoing	Will continue to action with Assistant Directors	Strategic Housing Improvement Board set up following AC inspection. Improvements planned and made to service.		Strategic Housing Improvement Board

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Link From	Ref	Actions	Priority	Responsibility	Target Date	Output	Outcome	Status	Link
				Performance					
<b>Progress:</b>	Complete and Ongoing Several areas reviewed this year including Benefits and S106's. Benefits performance has improved from 48 days in May to process a new claim to 24 days in December. S106's a new post has been created from some of the lean savings in planning to monitor and manage this. Software will be in place in April 2010. All services within AD (Environment) will be monitoring their reviewed indicators and service standards on TEN from 1/4/10. Also Env Health participate in the NI182 Business Satisfaction Surveys. Results of PI's and NI182 are reviewed and monitored at the AD Management Team meeting and team meetings.								
Managing finances	UoR 2009-10 R10	Continue to identify the savings needed to close budget gaps.	H	Financial & Corporate Services	Ongoing	This is reviewed regularly & MTFP updated	Clarity on what savings need to be achieved.		MTFP
<b>Progress:</b>	Complete & Ongoing This has been monitored and amended as we have gone through the budget setting process. We have also done some scenario analysis of possible future government cuts in grant. Will be working in partnership with East Devon District Council in providing joint savings.								
Managing finances	UoR 2009-10 R11	Make greater use of cost analysis, such as unit costs, in financial reports.	M	Financial & Corporate Services	31/03/2011 & Ongoing	Improvements will be made during 2009/10 & 2010/11	Improved clarity on costings		Service Plan
<b>Progress:</b>	Example is the Review and Demonstration of Value for Money of the Homelessness Prevention Fund. There is also some detailed information on costs for members on the introduction of Sort It+.								
Managing finances	UoR 2009-10 R12	Consult regularly with report users on the frequency, timeliness and format of reports.	L	Financial & Corporate Services	30/06/10	Already done for 2009/10. Will consult again in 2010/11	Effective and appropriate budget reporting		Service Plan
<b>Progress:</b>	Complete & Ongoing Budget monitoring report changed after consultation with managers. Currently working with procurement to provide improved reports on spend in the authority to assist with procurement decisions.								
Managing finances	UoR 2009-	Consult regularly with external	M	Communities Economv	Ongoing	Will continue to do through panel and other methods	Published information appropriate to the audience		Service Plan

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	10 R13	stakeholders about what information they want to see in external reports.		Environment Financial & Corporate Services Health and Wellbeing Legal & Corporate Services					
<b>Progress:</b>	Complete & Ongoing Feedback is received regularly on SSDCs summary accounts. Audit Committee provide a check and also feedback is requested in the report sent to every household in South Somerset.								
Governing the business	UoR 2009-10 R14	Deliver the key objectives in the new procurement strategy.	M	Procurement & Risk Management	30/11/2009	The key objectives in the new strategy have now been applied and completed. A new strategy has been produced for 2009 - 14 with a new action plan that will further embed procurement objectives. (Currently awaiting approval and adoption)	Cost effective procurement and compliance with legislation		Risk and Procurement Strategy
<b>Progress:</b>	Procurement Strategy action plan is on target								
Governing the business	UoR 2009-10 R15	Use information on public satisfaction with services, and how this varies across different groups, to support improvement.	M	Communities Economy Environment Financial & Corporate Services Health and Wellbeing Legal & Corporate Services	Ongoing	Will continue to review through Management Board and the Performance Team	Satisfaction data to inform service delivery		Service Plans
<b>Progress:</b>	Complete & Ongoing. Customer satisfaction surveys carried out for Building Control, Handyman Scheme, Pest Control and business satisfaction.								

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Link From	Ref	Actions	Priority	Responsibility	Target Date	Output	Outcome	Status	Link
Governing the business	UoR 2009-10 R16	Build on progress already made in understanding how existing and potential future providers can respond to the Council's commissioning needs.	L	Procurement & Risk Management	01/01/2010	Develop further training and analysis via the procurement board. Use spend analysis to determine areas of potential commissioning needs	Improved commissioning of services		Risk and Procurement strategy
<b>Progress:</b>	Finance currently working with procurement to provide improved reports on spend in the authority to assist with procurement decisions. Spike's Cavell being used for analysis.								
Governing the business	UoR 2009-10 R17	Review the format of the central contracts database to see if additional data, such as insurance details, would support effective procurement.	L	Procurement & Risk Management	05/11/2009	A review of the central contracts database will take place in Nov, to see if this should be augmented with additional data	All information collected centrally to ensure available to support effective procurement		Service Plan
<b>Progress:</b>	The Central contracts database is held on the intranet under the Procurement and support services section. Its has been broken down by service area. Support service circulated a 2 monthly reminder to service procurement leads that they need to complete a contract update form (or nil return). The central contracts database is therefore reviewed by all the services on a real time basis and this is backed up by half years review at the procurement board meetings.								
Governing the business	UoR 2009-10 R18	Ensure that the Somerset information sharing protocol includes health partners and provides adequate focus on data quality.	L	Performance	31/03/2010	Revised protocol in place and signed up by partners.	Improved joined up research intelligence shared across Somerset partners.		Service Plan
<b>Progress:</b>	Terms of reference for SINE refreshed. Data quality E-Learning module now available for all partners. SSDC PI Inputters to complete course in May 2010. SINE to								



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		consider development of the protocol.							
Governing the business	UoR 2009-10 R19	Complete the action plan from last year's Data Quality report.	M	Legal & Corporate Services	31/03/2010	Outstanding actions to be reviewed and prioritised. Monitoring arrangements also to be established.	No outstanding actions, planned programme to comply.		Service Plans & DQ Action Plans
<b>Progress:</b>									
Governing the business	UoR 2009-10 R20	Strengthen the links between financial and performance reports.	M	Financial & Corporate Services Place & Performance	31/03/2010	Performance information has already been included in the 2008/09 budget outturn report. Will explore how the new performance management system can facilitate this for future reports. PM reports to use CIPFA tools and other cost information.	Better understanding of costs and service provision.		AD Service Plans
<b>Progress:</b>	We are still exploring how to best do this for reporting in 2010/11. Will continue to report performance achieved as part of the outturn report and Statement of Accounts.								
Governing the business	UoR 2009-10 R21	Make greater use of quartile information in performance reports.	M	Performance	31/03/2010	Will be included in reports when available. Top quartile data has always been included in reports and analysed annually.	Improved comparative information.		Service Plan
<b>Progress:</b>	Awaiting national comparative data. Is included in reports where available. BVPI data has always been included in reports and analysed annually. Comparative sickness data now collected from nearest neighbours and Somerset Las and included in reports.								
Governing the business	UoR 2009-10 R22	Ensure that the performance management process gives adequate consideration to the Council's performance across the full	M	Performance	Already Completed	TEN allows full transparency of performance across all NIs and retained BVPIs All NIs reported to MB quarterly	Improved Performance Management		Service Plan

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		range of national indicators.							
<b>Progress:</b> Completed									
Governing the business	UoR 2009-10 R23	Use the local Code of Governance actively to support improvements in governance arrangements.	M	Financial & Corporate Services	31/08/09	Already done through SWAP audits. Local code also updated August 2009.	Governance arrangements strengthened		Code of local Government
<b>Progress:</b> Completed									
Governing the business	UoR 2009-10 R24	The Standards Committee should be proactive in promoting the ethical agenda.	M	Legal & Corporate Services	Phase 1 30/12/2009 and ongoing	The results of a recent Ethical Governance survey will feed into a Development Plan for this committee that will include details for further promoting the work of the committee	Public confidence is enhanced, less complaints made about the conduct of elected members.		Standards Committee Development Plan
<b>Progress:</b> On target - complete and ongoing									
Governing the business	UoR 2009-10 R25	Consider placing the registers of interests on-line.	M	Legal & Corporate Services	30/11/2009	95% of members details to be available on-line.	Enhanced public access and transparency.		Standards Action Plan
<b>Progress:</b> It already has been considered as during the most recent update of the Register entries member were advised that this would be happening and asking for any objections. There haven't been any so it will now be implemented. Will be commenced during annual review.									
Governing the business	UoR 2009-10 R26	Establish arrangements for monitoring standards of conduct when working in partnerships.	M	Third Sector & Partnerships	30/09/10	Third Sector & Partnerships Manager to work with Legal Services Manager) to: Develop Code of Conduct for partnerships (Sept 2010); Develop minimum standards for governance arrangements for all partnerships (April 2010):	To ensure good governance and good value.		Use of Resources Action Plan 2009, VCS Strategy, Partnership Register

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						and Develop Partnership Assessment Framework (April 2010); and Ensure Partnership Register is maintained and reviewed on annual basis.			
<b>Progress:</b> Work now started on enhancing the partnership assessment framework. Partnership register is on Insite and being updated for 1/4/10.									
Governing the business	UoR 2009-10 R27	Review the format of the regular risk management reports to the Audit Committee to ensure they provide members with a clear summary of how the Council's major risks are being managed.	M	Procurement & Risk Management	Already Completed	Risk Management reports reviewed and updated	Improved awareness of Risk across the Council		Risk and Procurement Strategy
<b>Progress:</b> This is already done via a review of specific risk register to the audit committee. Members are provided with a risk profile and the details on the controls and actions for each risk. Complete - AC requested two reports each year.									
Governing the business	UoR 2009-10 R28	Consider how the on-line risk management training module can be best used to support training for officers and councillors.	M	Procurement & Risk Management	Already Completed	Refresher training for staff and members	Risk management strengthened across SSDC		Service Plan
<b>Progress:</b> The changes have been made to the risk awareness module and the test amended to reflect the District council dimension. Additional training sessions will be conducted by the risk manager over the spring to catch new managers and appointees. The new training and awareness module being rolled out again by way of a refresher. Considering changes to the format to make it more relevant to SSDC staff and members.									

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Governing the business	UoR 2009-10 R29	Improve staff awareness of the Council's anti-fraud and whistle blowing policies.	M	Legal & Corporate Services	30/12/2009 and Ongoing	This will be one of the first tasks to be undertaken by the new Fraud and Data Manager in collaboration with the HR Manager. Multi media approach to be adopted and two "events" per year. Policy to be added to policy Manager database so staff confirm awareness by June 2010, a reminder will also be posted on InSite later in the Autumn.	Staff awareness raised and better understanding of where policy fits in good corporate governance.		KLOE Actions monitored by DA
<b>Progress:</b>	Complete and Ongoing - Policies are widely available through InSite. Policies do need to be reviewed but this is a longer term project so the outputs will relate to the existing policies.								
Governing the business	UoR 2009-10 R30	Address the weaknesses in recruitment procedures identified by Internal Audit.	M	Human Resources	28/02/2010	All actions completed by end of February 2010.	Actions identified by audit being addressed		Audit Report
<b>Progress:</b>	On target								
Governing the business	UoR 2009-10 R31	Review resources available for anti-fraud work, particularly benefit fraud.	H	Legal & Corporate Services	31/03/2010 and ongoing	The new post of Fraud & Data Manager will provide additional resource in this area and will be tasked to undertake a review of current arrangements and resources. Assessment of resource needs and costs for anti fraud work (inc Benefit Fraud) generally, in tandem with an assessment of resources available from joint working arrangements with East Devon DC - initial report December 2010.	More robust assessment of resource needs and costs.		KLOE Actions monitored by DA

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<b>Progress:</b> Review has began but as there is no anti-fraud strategy in place this needs to be developed now that a resource has been identified for delivery of the strategy									
Workforce planning	UoR 2009-10 R32	Demonstrate improvement in recruiting to hard to fill areas.	L	Human Resources	N/A	This may be difficult to demonstrate in short / medium term because of recruitment freeze and downsizing. Therefore the timescale is dependant on factors outside of manager's control.	See comments.		Service Plan
<b>Progress:</b> This is not an issue at South Somerset at the present time.									
Workforce planning	UoR 2009-10 R33	Include an analysis of staff satisfaction and morale in the workforce plan.	M	Human Resources	31/12/2009	Data already available will be included in workforce plan.	Staff satisfaction informs development of Workforce Plan		Workforce Plan
<b>Progress:</b> Analysis of staff satisfaction using data from last staff survey now in workforce plan.									
Workforce planning	UoR 2009-10 R34	Monitor the effectiveness of the Talent Management policy.	M	Human Resources	30/06/2010	Devise scheme to monitor effectiveness and outcomes.	Scheme in place and monitored by end of June 2010.		Talent Management Policy
<b>Progress:</b> On Target									
Workforce planning	UoR 2009-10 R35	Collect and analyse staff satisfaction with "Sounding Board" and similar meetings.	M	Human Resources	30/11/09	Introduce collection of data and analyse. Communication survey completed November 2009 including data and analysis on staff satisfaction with Sounding Board and other communication methods.	Communication channel regularly reviewed for effectiveness and appropriateness.		Communication Strategy
<b>Progress:</b> Complete & Ongoing - Communication survey completed November 2009 including data and analysis of staff satisfaction with Sounding Board and other communication methods. Will be reviewed annually.									
Workforce planning	UoR 2009-10	Ensure appropriate equality details	M	Human Resources	Already Completed	Data already being collected for age, ethnic origin, gender and disability.	Raises awareness of equality profile of staff employed by SSDC.		Equalities Strategy

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	R36	are included in people management records, such as those relating to capability, grievance and disciplinary cases.							
<b>Progress:</b> Completed									
Workforce planning	UoR 2009-10 R37	Ensure all councillors have personal development plans and complete appraisals.	M	Legal & Corporate Services	30/12/2009 & Ongoing	Currently there are personal development plans for members but no formal appraisal mechanism for all members. Introduce a new Members Development Plan by June 2010 - research best practice and trial with Members Development Group and existing members. There is a "member profile" that identifies what is expected from each member and it is intended that this could be the starting point for an appraisal process. A feasibility assessment of the way forward will be the first step.	60% of existing members to have completed Members Development Plans by end 2010. All members o have a Members Development Plan by the end of December 2011.		Member Training & Development Policy
<b>Progress:</b> Ongoing - PDPs not available in electronic format and are relatively sensitive to the individual but samples are available for review.									