

Value for Money Assessment / Use of Resources Action Plan

Appendix 3

Issue	Action	Responsible Officer	December 2009 Position	March 2010 update	Action Plan from 2010 Assessment	July 2010 update
Theme 1 - Managing						
KLOE 1.1 - Financial						
<ul style="list-style-type: none"> Further integrate corporate financial planning with service planning. 	Ensure managers and members are clear and understand the budget/service plan process.	HoF/IPM	Following revised budget process for 2010/11, we will meet again in April 2010 to plan process for 2011/12	New Service Plan template being used for 2010/11 Service Plans as part of Corporate Business Improvement Programme. Templates include budget implications of service provision.	Ensure Service Area Plans demonstrate link between service delivery, cost, efficiencies and income levels - CMT/HoF/IPM	2011/12 Service Plan Template includes financial implications of all service plan initiatives.
<ul style="list-style-type: none"> Make further efficiencies in lower priority areas. 	Savings and efficiencies identified through BIP and Service plan process. Regular Reports to Senior management Team and Members to raise awareness.	SFM	March 2010 and ongoing			£1.147m efficiencies declared for 2009/10 exceeded the estimated £770,000 declared in October 2009.
<ul style="list-style-type: none"> Better evidence how feedback from consultation impacts on Council policy and financial plans. 	Broaden scope of Citizens Panel questions and areas considered as part of Budget consultation.	HoF/IPM	Nov/Dev 2009	Undertaken as part of 2010/11 budget, and consultation thereon.	Consult more widely/with representative groups on financial plans for forthcoming year - CMT/HoF/IPM	We will be undertaking Budget Consultation as usual in Nov/Dec 2010 in same way as 2009. Otherwise nothing more to
<ul style="list-style-type: none"> Stronger evidence of robust challenge of financial plans by Members. 	Sub-Group of F&A created to go through the budget papers in detail.	HoF	Meetings held Nov/Dec 2009, Jan/Feb 2010			Budget Presentations to all members planned. F&A sub group to be proposed again to consider budget in greater details. Financial projections subject to detailed scrutiny by F&A.
	Training for members on Estimates process and member role	HoF	Training session November 2009		Continue financial training for F&A members with clear explanation of the impact of Support Service costs - HoF	Presentation/report to F&A due July 2010 on support Services.

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					Ensure income models are innovative and that levels are closely monitored and reflect the external environment - Service Heads	Being progressed by fees and charges review.
					Ensure assumptions for recurring/one-off growth/savings are validated on an ongoing basis - HoF	Reviewed on on-going basis by SFM
KLOE 1.2 - Understanding costs and achieving efficiencies						
<ul style="list-style-type: none"> Strengthen the use of whole life costing and options appraisals to ensure all potential costs are included. 	Standard requirement for all appraisals. Accountants to be aware of this, and trained as necessary.	HoF	Ongoing	Recent examples include Oakley Wood Management Plan (November 2009 Executive), Golf Project (February 2010 Executive).	Better understand the cost of services so as to be able to demonstrate value for money - Service Heads	Benchmarking of charges and costs of services being undertaken as part of Fees and Charges review
Understanding costs and comparisons with others.	Paper on Benchmarking to SMT	HoF	March 2010	Benchmarking paper to SMT 3 March 2010, being subject to further consideration.		Benchmarking discussed by March and April 2010 SMT. Agreed benchmarking is important, and should be undertaken on an appropriate basis and, accordingly, was agreed there should not be a
<ul style="list-style-type: none"> Better demonstrate consideration of environmental and social aims in decision making. 	Executive reports to be clear about how the recommendations tie-in to the Council's Corporate Strategy	SMT	Ongoing	Principles of Strategic Asset Management (March 2010 Executive)		

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<ul style="list-style-type: none"> Strengthen reporting around BIP to enable decision makers to better challenge the assumptions and progress. 	BIP reported quarterly to Exec and F&A, supporting documents enhanced to meet member requests.	BIPM/Ho F	Arrangements in place.			New approach to reporting on Corporate Projects (formerly BIP) to SMT in conjunction with outcome data has been developed and will commence in Sept 2010 (see report to SMT June 2010)
<ul style="list-style-type: none"> Demonstrate positive outcomes from the lean systems thinking work 	Complete interventions 1 and 2 and continue with programme of interventions	IPM	Expect to have outcomes for interventions 1 and 2 by Jan/Feb	Significant improvements achieved for Repairs turn round times and for Benefits New Claims		Programme of interventions being implemented. Outcomes of all corporate projects including LST intervention included in new approach to
					Ensure (wherever possible) CMT, S151, Scrutiny, Executive has appropriate time for consideration of business cases - CMT	If this is not possible, and there is some doubt or unacceptable risk over any proposal, it will not be recommended to members.
KLOE 1.3 - Financial Reporting						
<ul style="list-style-type: none"> Ensure that the accounts presented for audit contain only 'clearly trivial' errors. 	Training of accountants and other officers within the Council who input to Final Accounts process, good planning of closure of accounts and production of Statement of Accounts, and monitoring thereof. Independent check of	SFM	June 2010, ahead of 2009/10 closedown	Training given to officer in departments re Outstanding Liabilities (Accruals), detailed Final Accounts instructions issued, Progress on Accounts being monitored by Strategic Finance		Awaiting 2010 audit of accounts.
					Ensure external assessments are published on the website	On-going

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					Ensure outcomes from financial consultation are reported to local residents - CMT/HoF/IPM	Annual letter providing feedback to Citizens Panel.
Theme 2 - Governing the Business						
KLOE 2.1 commissioning and procurement						
<ul style="list-style-type: none"> Consider revisiting the Procurement Strategy to be clearer how procurement could contribute to the Council's equality and diversity agenda, the efficiency agenda or the sustainable community strategy 	To update procurement documents for future tenders so that WDC ensure equality and diversity matters are addressed by contractors.	FSM/PM	February 2010	Procurement Strategy update to April 2010 Executive. Specifically this strengthens equality and diversity issues, along with sustainability, and efficiency.	Ensure procurement savings are monitored on an ongoing basis - HoF	Procurement savings included within Budget Monitoring reports.
<ul style="list-style-type: none"> Better engage with communities with disabilities. 	Community Partnership Team to examine how links with representative groups can be developed/improved	HCIS	March 2010 and ongoing			On-going. Training sessions with people with disabilities held in March and June 2010. Disability Network will be launched in Autumn 2010.
<ul style="list-style-type: none"> Stronger examples of developments arising through locality working. 	Community Partnership Team to continue to support and develop Community Forums	HCIS	March 2010 and ongoing			On-going. The 7 Forums continue to meet on a quarterly basis. 'Behind the Scenes' newsletters now produced for most forums which highlight outcomes and successes.
<ul style="list-style-type: none"> Continue to improve access to Council facilities through the telephone system and website. 	Customer Service Centre has been relocated to County Council premises to provide a joined-up approach for customers. Website has been re-designed following significant customer input.	DCE(AJ)	Achieved	Record numbers of website visits reducing burden on customer service centre. Review of CSC resource to take place now that joined-up arrangements are in place and "traffic" is being targeted towards web.		Review of resources to form part of budget setting process for 2011/2012

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• Engage with local suppliers to ensure that they are equipped to bid for contracts with the Council.	first meeting with local suppliers held in November 2009, with further meetings planned.	FSM/PM	November 2009 onwards	Seminar with local businesses 2 March. Details on website explain how to do business.		Further breakfast seminar held April 2010, very positive feedback.
• Strengthen the tendering process to reflect best practice and deliver improved VFM.	The new Delta procurement software that is being implemented will contain scoring matrices which will help with ensure that the Most Economically Advantageous Tenders are analysed	FSM/PM	December 2009	Improvements made with system, and the updated code of contract practice/procurement strategy.		Contracts Register in place, with plan of contracts to be tendered being produced.
					Remove out of date strategies and policies from the website - DCEX(AJ)	To be removed following approval of new corporate strategy in September
					Ensure purpose of Spa Centre and its position in cultural market is fully covered in RSC project - DCEX(AJ)	Project has commenced and purpose of Centre is in scope
KLOE 2.2 data quality and use of information						
• Improved and extended testing of systems and processes for data quality.	As set out in Data Quality Action Plan. This is now integrated in to the Internal Audit Plan	IPM/A&RM	Ongoing	Improved and extending testing commenced in 2009 as part of the Internal Audit of Performance Management. Regular ongoing testing covering all parts of WDC is included in the internal audit work plan		Testing through Internal Audit continuing... but in light of new approach to performance management (see CE's email dated 29/6/10) our approach to DQ needs a complete revision. Planning for this is underway and we plan to recommend revisions to our approach in October

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<ul style="list-style-type: none"> Identify all partners with whom data is shared and ensure agreed standards are in place. 	Also set out in DQ Action Plan. Phase 1 progressing with LSP partners through Warks Performance Managers Group. Phase 2 to follow looking at other partners	IPM	Phase 1 by Jan 2010	Warks Performance Managers Group have developed a draft protocol to be used by all organisations involved with Public Service Board. This is due to be agreed at the next PSB. Following this we will implement it for all PSB partners and commence discussions with other LSP partners (and other with whom we regularly share data.		This wasn't presented to PSB in April. It is now, part of Partnership Strategy - due to go to PSB on 20/9/10
<ul style="list-style-type: none"> More robust checking of the data supporting performance indicators before these are reported to Members. 	As set out in Data Quality Action Plan. This is now integrated in to the Internal Audit Plan	IPM	Ongoing	Ongoing		See above
<ul style="list-style-type: none"> Link performance reports and measures to Corporate priorities. 	This is already done to some degree through the reports on Corporate Strategy. To build on this we would need to show how all existing measures link to Corporate Strategy (a hierarchy of measures). However it is not intended to do this at present as the Corporate Business Plan is in development and the way we use measures is being reviewed	IPM	Revisit in May 2010 as part of service planning framework	As part of CBIP we are reviewing our measures and the process for using and reporting progress. This will be taken in to account as part of this review		New approach to reporting on outcomes and corporate projects means there is a robust and regular timetable for reporting on, discussing and reviewing priorities
<ul style="list-style-type: none"> Include forecast outturn to enable Members to assess the sufficiency of mitigating actions where targets are likely to be missed 	Propose no action. Role of targets is being reviewed and forecast outturns are almost always guesses which are just as likely to mislead as inform	IPM	No action	Proposed no action. As part of CBIP we are reviewing our measures and the process for using and reporting progress. This will not be target		No change

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					Ensure customer insight project identifies needs/desires of our residents and that the data is used to inform service decisions which specify desired outcomes - IPM	Covered by new approach to reporting on outcomes and priorities
KLOE 2.3 good governance						
<ul style="list-style-type: none"> Ensure everyone at the Council is clear on the existence of registers of interest and gifts and hospitality and the requirements for completing 	Quarterly report to Senior Management Team and Council members advised as to their responsibilities at the same time.	DCE(AJ)	Achieved	Quarterly reports have been submitted to SMT.	Ensure SMT is alerting its respective teams to the gifts and hospitality register - DCE(AJ)	On-going
<ul style="list-style-type: none"> embed a Code of Conduct for Senior Officers. 	Code of Conduct for Employees in existence, of which some of the issues affect senior officers more than others. Discussion to be held with Audit Commission to ascertain if there are further issues to be included. Ensure all staff are aware of the current code and how its contents affect them.	HoF/HRM	February 2010	Karen, does this need a Core Brief item or something to spell it out to all officers?		Code of Conduct Employees to be reviewed and promoted to all employees. HRM, by December 2010.
<ul style="list-style-type: none"> strengthen arrangements for partnership governance. 	Review of governance arrangements for partnerships to be undertaken and concluded by end of financial year.	DCE(AJ)	March 2010	All partnership arrangements have been reviewed and members have agreed a revised partnership policy.	Demonstrate that partnership arrangements are leading to better outcomes - DCE(AJ)	Checklist agreed by Executive to monitor partnership outcomes on an annual basis
<ul style="list-style-type: none"> ensure that relevant legislation is complied with. 	All reports need to be considered by Legal Services prior to their consideration by members.	HoL	On-going	Senior Managers responsible for ensuring legal advice sought where		
<ul style="list-style-type: none"> strengthen performance management arrangements with partnerships. 	This is being explored through Works Performance Managers Group. Also stronger link between our performance management framework and SCS being developed through revised Corporate Business Plan	IPM / CPT	New Corporate Business Plan - March 2010. Other aspects unknown and undefined at this stage.		Ensure all members are clear about their role when nominated by the Council to be members of outside bodies - DCE(AJ)	Report to be taken to O&S covering outside bodies arrangements

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					Include Complaints and Whistleblowing policies in contract documentation - PM	To be included in future.
					Ensure review of grant agreements is concluded in a timely manner - HCIS	On-going. Funding Review Panel set up and meeting. Report to July Executive outlining Terms of Reference for the Review with recommendations due to be considered by Executive in
KLOE 2.4 risk management and internal control						
<ul style="list-style-type: none"> Strengthen the corporate risk register by making more use of mitigating actions. 	To be addressed as part of Risk Strategy	A&RM	March 2010	The Corporate and strategic Risk Register is in the process of a fundamental review, mainly brought about as a result of the Corporate Business Improvement Plan replacing the Corporate Strategy. Including "Mitigating Actions" will be a key element of those changes. Updated Risk Strategy and Action Plan to go to May 2010 Executive.		The report referred to is now going to SMT in July and will be going to Executive thereafter.
<ul style="list-style-type: none"> explore risks relating to specific service provision. 	To be addressed as part of Risk Strategy	A&RM	March 2010	Process being put in place whereby Service risk registers are to be scrutinised on a rolling programme by Risk Management Group, with Service Manager.		As March 2010 update. Process appears to be working well so far with greater engagement with services on their risks.

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• expanded risk assessment of partner organisations and service providers.	To be addressed as part of Risk Strategy	A&RM	March 2010	Partnerships have been risk-assessed across the organisation in an exercise led by the Deputy Chief Executive (AJ) (March 2010 Executive).		As March 2010 update.
• be more proactive in addressing the risk of fraud.	To be addressed as part of Anti-Fraud Strategy	A&RM	March 2010	To be addressed through action plan included within Fraud and Corruption Strategy. Report being issued to May Executive detailing these actions.		Report has now been issued, albeit to Finance & Audit Scrutiny Committee. Actions will be addressed as detailed at March 2010.
• strengthen arrangements to manage the risk of fraud in partnerships.	To be addressed as part of Anti-Fraud Strategy	A&RM	March 2010	As above.		As above.
					Raise awareness of governance issues throughout the Council - DCEX(AJ)	
Theme 3 - Managing Resources						
KLOE 3.3 workforce						
• Reduce reliance on agency staff.	The introduction of Comensura for all temporary agency workers enables better management of agency staff and monitoring of effective usage.	HRM	On going. Review Comensura contract Januray 2010	Agency staff are now managed centrally and good monitoring systems are in place e.g. at any one time we know how many agenc staff we have and		
• Better demonstrate that staff receive appropriate levels of training.	Audit on monitoring of training recorded in Oct 09 has detailed recommendations for improved recording and clarification of requierements by all staff	HRM	Report to SMT in Dec 09 following audit. Implemented by Feb '10	Clarification of training records required completed and monitored centrally. Audit of individual service spend with CMT for review.		
• Implement the medium term workforce plan.	Detailed in review of People Strategy and introduction of CMT workforce planning meetings.	HRM	Review of People Stratgey complete. Implementation of WFP meetings by Jan '10 for CMT.	People strategy review again in line with new CBIP framework for 2010. Workforce planning meetings ad hoc with CMT		

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• Ensure that project management skills are adequate to deliver the corporate plan.	Training sessions held in 2009	HRM	Completed for 2009. Will be part of corporate annual training plan as and when demand requires	No further update		
• Develop a succession plan for senior managers.	See previous but one point	HRM		In conjunction with item 49 - part of the corporate approach to workforce planning		
• Standardize staff salary payments.	All staff are now monthly paid.	HRM/HoF	Completed			