

## Appendix 1: Use of resources improvement plan

Ref	KLOE	Action	Detail	Cost (if any)	Responsibility & timescale	Type of action
	<b>1.1</b>	<b>Financial planning</b>				
1	1.1	Provide plans which demonstrate area based approach to financial planning.	Production of Single Investment Plan		Director of Financial Resources March 2010	KLOE
2	1.1	See actions in 1.2 which contribute to 1.1				
	<b>1.2</b>	<b>Understanding costs &amp; achieving efficiencies</b>				
3	1.2	Demonstrate how the continued approach to efficiency planning continues to prioritise front line services & strategic planning priorities	Provide summary of impact of redirection of resources to priority areas.  Work with Heads of service to provide case studies e.g. <ul style="list-style-type: none"> <li>Community Cohesion &amp; Safer &amp; Stronger Communities</li> <li>Area Based &amp; Specific Grants redirection</li> </ul>		Head of Financial Management March 2010	Outcomes
4	1.2	Demonstrate how the council's Improvement Programme has already impacted by protecting front line services	Demonstrate how the Improvement Programme is protecting front line services & community priorities		Head of Financial Management March 2010	KLOE/Outcomes
5	1.2	Demonstrate how investment in the Waste Disposal Strategic Solution, BSF programme & Adult Social Care has led to improved outcomes & VFM	Work up case studies with relevant Heads of Service		Head of Financial Management March 2010	Outcomes
6	1.2	Develop the new self assessment process (through the council's Improvement Programme)  All Heads of Service will be required to complete a self-assessment & this will include the need to demonstrate VFM.	Heads of Service self assessment framework developed  Service plans to include key actions for service improvement informed by self assessment to demonstrate value for money  Process to be reviewed & refined in line with development of commissioning framework		Assistant Chief Executive  April 2010  November 2010	Corporate
7	1.2	Further develop the Service Review programme & roll out (through the council's Improvement Programme)	Service review matrix developed taking into consideration key budget, VFM & opportunities for maximising efficiencies & delivering outcomes  Service Assessment Review programme to be identified through the Commissioning & Service Review workstream  Service Assessment methodology to be developed through the Commissioning &		Assistant Chief Executive  April 2010  April 2010	Corporate

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			Service Review workstream  Service Review resources to be identified & delivered through the Strategic & Shared Services Workstream		April 2010	
	<b>1.3</b>	<b>Financial reporting</b>				
8	1.3	Demonstrate impact of revised Area Arrangements reporting	Provide examples of impact of new Area Committee reporting on services provided within local communities		Head of Financial Management March 2010	Outcomes
	<b>2.1</b>	<b>Commissioning &amp; procurement</b>				
9	2.1	Implement a commissioning framework through the Commissioning & Service Review workstream of the Improvement Programme.	PID currently being developed by workstream lead (Deputy Director of Children's Services)		Deputy Director of Children's Services Implementation from February 2010 onwards.	KLOE / Corporate
10	2.1	Demonstrate outcomes (e.g. significant savings) from the Procurement Strategy in place. This will be supported through the Procurement work stream of the Improvement Programme (including roll-out of Category Management approach).	The target of £750,000 for 2009/2010 has been achieved & it is expected that the outturn will be over £1m. Target for 2010/2011 has been significantly increased to £3.5m.		Head of Audit & Procurement Ongoing	KLOE
11	2.1	Implement "Buy in Sunderland first" initiative to secure an increase in the proportion of spend which is awarded locally.			Head of Audit & Procurement System in place by January & in operation March / April time.	KLOE
	<b>2.2</b>	<b>Data quality &amp; use of information</b>				
12	2.2	Develop a formal programme of data quality checks & associated reporting mechanisms to officers & members.	Data quality measures established for key service areas & reporting arrangements to EMT confirmed.		Corporate Performance Monitoring Manager Ongoing	KLOE
13	2.2	Ensure consistent disaggregation of information in terms of geography / user profiles & identify gaps in information availability & report to officers & members to ensure decisions are based on need.	Local Area Plan progress reported to Area Committee.		Area Officers Quarterly	KLOE / Corporate
			Results of budget consultation reported to Scrutiny Committee as part of performance reports.		Corporate Performance Monitoring Manager / Consultation Manager April 2010	
			E-consultation tool procured & management information will start to be available to officers & Members to enhance challenge to performance (via Area & Scrutiny Committees).		Corporate Consultation Manager April 2010	
			The research phase of the RIEP pilot commences with delivery of pilot training sessions scheduled for November 2010.		Corporate Consultation Manager March 2010	

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14	2.2	Agreement to consistent consideration of options for the format & presentation of information to decision makers (for example, considering the use of dashboards, exception-based reports or graphics)	Performance management software available for key users.		Corporate Performance Monitoring Manager March / April 2010	KLOE
			Scrutiny & Area Committee outcomes mapped onto performance system to strengthen performance management information including progress with current reviews in addition to monitoring recommendations.		Corporate Performance Monitoring Manager February - April 2010	
			Performance management software live. More flexible range of reports available to users.		Corporate Performance Monitoring Manager From April 2010	
15	2.2	Members & officers have the information to understand reasons for underperformance & use this information appropriately. Information on performance includes measures which are not simply based on performance against outcome targets & help members & officers understand progress towards outcome targets.	Progress in relation to LAA delivery plans presented to Scrutiny Committee(s) as part of quarterly performance monitoring arrangements.		Sunderland Partnership Manager / Delivery Partnership Leads Ongoing	KLOE / Corporate
			Corporate Improvement Plan objectives & key improvement activity reported to Scrutiny Committees for challenge & revision.		Head of Corporate Policy March 2010	
			Interim Place Survey results, progress re CAA & LAA key risks reported to EMT & Scrutiny Committee(s) using new system functionality to make information more accessible as part of 3 <sup>rd</sup> quarter performance reports.		Corporate Performance Monitoring Manager / Consultation Manager April 2010	
			Progress re: Total Place pilot reported to Scrutiny Committee(s) to facilitate identification of efficiencies & future model to challenge service delivery.		Assistant Chief Executive May 2010	
			Management information utilised to identify key outcomes required from Scrutiny Committees 2010/11 work programme.		Head of Overview & Scrutiny / Corporate Performance Monitoring June 2010	
16	2.2	Further develop a corporate needs assessment model to support the Commissioning Framework & through this process identify gaps in service provision.	Ward profiles used to compile draft needs assessment model to inform next year's priorities at city & area level.		Corporate Performance Monitoring Manager May 2010	KLOE
17	2.2	Further information is required in relation to customer contact with the council & complaints to support & facilitate more localised & targeted decision making & service provision.	Complaints & customer contact information incorporated into performance monitoring arrangements.		Corporate Performance Monitoring Manager April 2010	Corporate
	<b>2.3</b>	<b>Good governance</b>				
18	2.3	Demonstrate outcomes from the following areas: <ul style="list-style-type: none"> <li>Community Leadership Programme (see also action 8 &amp; area committees below)</li> </ul>			Corporate Policy & Performance Improvement Team April 2010 & then quarterly /	Outcomes

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		<ul style="list-style-type: none"> <li>Improved scrutiny (see also actions 20-22)</li> <li>Area Committees (see also action 8)</li> <li>Improvement Programme &amp; Operating Model (see also action 4)</li> </ul>			six monthly thereafter.	
19	2.3	Better demonstrate our 'one council approach' & the outcomes achieved.			Corporate Policy & Performance Improvement Team April 2010 & then quarterly / six monthly thereafter.	Outcomes
20	2.3	Implement the Scrutiny Service Improvement Plan 2009/10 to ensure a fresh approach to Overview & Scrutiny			Head of Overview & Scrutiny March 2010	Corporate
21	2.3	Share findings of IDeA fitness check of Scrutiny with AC			Head of Overview & Scrutiny March 2010	Corporate
22	2.3	Implement actions arising from IDeA fitness check of Scrutiny			Head of Overview & Scrutiny March 2010 onwards	Corporate
	<b>2.4</b>	<b>Risk management &amp; internal control</b>				
23	2.4	Identify how the positive impact of the Partnerships' Code of Practice can be proactively reported in the Partnerships' annual report.			Assistant Head of Performance Improvement Ongoing	Corporate
24	2.4	Undertake the review of the council's approach to partnerships, which is currently being scoped. This will include consideration of how the council supports Partnership Leads (e.g. training & development)			Assistant Head of Performance Improvement June 2010	Corporate
	<b>3.1</b>	<b>Natural resources</b>				
25	3.1	Produce Natural Resources register.	To include major natural resources consumed by the council, which would need to cover: <ul style="list-style-type: none"> <li>Minerals (e.g. salt, aggregates)</li> <li>Paper</li> <li>Wood products</li> <li>Food</li> <li>Clothing, natural fibres</li> <li>Land</li> </ul>	None – resource provided by new Sustainability Assistant	Sustainability Co-ordinator / Head of Corporate Procurement December 2010	KLOE
26	3.1	Determine the total environmental & carbon footprint for all council expenditure	Footprint to be determined through regionally procured footprinting software, to prioritise the largest environmental impacts of the council.  (To be carried out alongside natural resource register work)	None – resource provided by new Sustainability Assistant	Sustainability Co-ordinator December 2010	KLOE
27	3.1	Achieve the Carbon Trust Standard	This accreditation will confirm that the council has cut carbon emissions by more than 5% in 2 years. Current data shows this will be the	Small accreditation fee, picked	Energy Conservation Team Leader September 2010	KLOE

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			case by year-end 2009/10.	up by Energy Conservation Team budgets		
28	3.1	Consider sustainable construction standards for major civil construction projects (e.g. the New Wear Crossing).	One significant opportunity is if the council could commit to sustainable construction standards for the New Wear Crossing.  SSTC project team currently assessing cost implications of attaining CEEQUAL accreditation	Potential increase to project cost of new wear crossing.	SSTC Interim Project Director Awaiting approval from Project Board	Corporate
29	3.1	Develop "quick wins" on waste reduction & recycling.	Report to updated the waste audit with 08/09 figures, plus approval to proceed with easy waste reduction projects	All projects aiming to make cost savings.	Sustainability Co-ordinator July 2010	KLOE
30	3.1	Develop draft corporate waste plan.	Draft corporate waste plan will include broad waste reduction targets & range of projects & initiatives to be in final waste plan.	All projects aiming to make cost savings.	Sustainability Co-ordinator July 2010	KLOE
31	3.1	Create a Sustainability Board, to oversee the Sustainability Policy.	Head of Service level board to be created, to have responsibility for implementing the Sustainability Policy		Sustainability Co-ordinator July 2010	KLOE
32	3.1	Develop employee training programme for sustainability.	Employee training programme rolled out to all employees, to increase understanding of sustainability issues & responsibilities.	Training programme costs	Sustainability Co-ordinator September 2010	KLOE
33	3.1	Monitor & set directorate sustainability targets	Begin to monitor & publish key sustainability impacts of directorates, to include: <ul style="list-style-type: none"> <li>• Carbon emissions</li> <li>• Waste produced</li> <li>• Travel</li> <li>• Water used</li> <li>• Total environmental footprint</li> </ul> Embed targets into service planning framework from 2011.		Sustainability Co-ordinator December 2010	KLOE
34	3.1	Embed Sustainability Impact Appraisal into Capital Project Appraisal process	Include Sustainability Impact Appraisal on the Capital Appraisal Form  Conduct Sustainability Impact Appraisal of financial plans.		Deputy Director of Financial Resources December 2010  Sustainability Co-ordinator December 2010	Corporate
35	3.1	Conduct Sustainability Impact Appraisal of decisions	Better enforce sustainability impact guidelines within the cabinet decision reports & procedures.		Chief Solicitor Ongoing	Corporate

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36	3.1	Conduct Sustainability Impact Appraisal on key decisions, contracts & projects	Template exists, & is being applied to contracts & projects, & now examples of how sustainability impact appraisals have achieved outcomes will be provided.		Sustainability Co-ordinator September 2010	KLOE
	<b>3.2</b>	<b>Strategic asset management</b>				
37	3.2	The council should ensure that a more specific asset strategy is developed, based on: <ul style="list-style-type: none"> <li>An overall assessment of accommodation requirements arising from key service requirements &amp; aspirations over five to ten years;</li> <li>An overall area delivery strategy, developed in conjunction with partners; &amp;</li> <li>Regeneration &amp; economic development needs across the City.</li> </ul>	Requirements to be assessed & options considered via asset management workshop & taken forward as part of Smarter Working Project.		Capital Strategy Group September 2009  Accommodation strategy being developed as part of Improvement Programme & Smarter Working project	KLOE
38	3.2	The council should explore with the voluntary & community sector whether there may be opportunities for transfer of community assets with could be beneficial to the community.	Options to be considered as an output from the review of the use of community assets.		Capital Strategy Group & Community Asset Group. March 2010	Corporate
39	3.2	The council should improve its coverage of diverse users' satisfaction with assets.	Develop engagement framework for capturing diverse user views of council buildings.		Head of Land & Property & Assistant Chief Executive February 2010	KLOE
40	3.2	The council should ensure that a comprehensive & robust review of all assets is undertaken. This should be based on up to date data.	Requirements to be assessed & options considered via asset management workshop & taken forward as part of Smarter Working Project.  Programme for review of non operational property to be completed.		Review of operational property complete & being taken forward as part of Improvement Programme.  Programme of reviews of non operational property complete in draft. Finalise in February 2010.	KLOE
41	3.2	The council should extend its review of community assets to ensure that there is comprehensive coverage of the facilities available in local communities.	Non council owned assets will be included in the scope of the community asset review.		Capital Strategy Group & Community Asset Group March 2010	KLOE
42	3.2	The council should extend formal project & management processes to all projects above a deminimis value.	Deminimis value to be agreed & guidelines issued.		Head of Land & Property & Head of Programme & Project Office. February 2010	KLOE
43	3.2	The council should consider how its property related services can best be market tested.	Report to Executive Management Team		EMT February 2010 & options to be considered as part of the commissioning framework	KLOE
44	3.2	The council should determine an overall	Policy approach to be led by Board &		Space utilisation targets	KLOE

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		corporate policy on modern working arrangements & implement it consistently throughout the council. Outcomes should be measured, & related targets set.	implemented as part of individual projects going forward.		agreed by EMT & being applied as part of Improvement Programme	
45	3.2	Prepare & implement a strategy for the delivery of the council's buildings maintenance programme that will result in a 70% planned maintenance spend.	Approach to be agreed by Capital Strategy Group & EMT		Head of Land & Property. March 2010	KLOE
46	3.2	Deliver a Regeneration Strategy for the City	Economic Masterplan (final draft) to Cabinet		Head of Strategic Economic Development July 2010	Corporate