

Keeping Kennet Special

CORPORATE ACTION AND IMPROVEMENT PLAN

Purpose:

- ♦ Provide a strategic corporate action plan to appraise, review, implement and efficiently co-ordinate council policies and programmes
- ♦ Provide a strategic corporate improvement plan to ensure Best Value by continuous improvement
- ♦ To monitor the progress and implementation of the Corporate Strategy
- ♦ To monitor and review actions arising from our Comprehensive Performance Assessment
- ♦ To monitor and review actions compliance against our standards for corporate governance

Corporate Priorities

CL Community Leadership

SE Stewardship of the Environment

SSHC Strong, Safe & Healthy Communities

IS Improving Services

Cross cutting Themes

CG Corporate Governance

SI Social Inclusion

SD Sustainable Development

CH Community Health

CS Community Safety

Action Plan Ref	Action	Owner	When	Resources	Measures of completion	Target	Status @ report	Cross cutting theme
Community Leadership								
To increase our level of influence and ensure local priorities are reflected externally – Key indicator BV3								
CORP1	Produce a partnership protocol for the council and its partners, present and future Produce codes of practice for funding, consultation and equalities To review our partnership arrangements to ensure they are relevant and support priority services	K Scott	2003 to 2006	Policy	Compact adopted by committee And codes of practice complete Implement the recommendations of the partnership audit commission inspection	Compact adopted By Mar 2004 Codes of practise adopted by Sept 2005. Adopt the partnership strategy by Dec 2006.	Compact Launched 12/12/03 Codes of practice in launched Sept 2005 External audit took place March 2005 Draft strategy produced. Note superseded by CORP71 – Audit Partnership report recommendations. Membership of outside bodies has been reviewed and agreed at O&S and adopted by the council.	CG
CORP2	Production of a Member Development Strategy including specific development and community leadership training for Members	M Memoli A Ewing	2003 to 2005	Dem Rep/HR	Reviewing arrangements in place	31/01/04 to produce strategy June 2004 adopted by Members Dec 2004 Specific member training undertaken in December 2004	Strategy produced taken to Member working party and adopted by committee. Training needs identified. Member development programme launched at the WIP event in November 2006.	CG
CORP2b	Implement further specific training and development for the O&S Management Board	K Scott M Memoli A Ewing	2005 - 2007	Member training budget	Satisfaction with training courses	Further visits to best practise and 4 th option Las Additional specific tailored training complete	Training needs identified and sessions took place in Dec 2005 and Feb 2006	CG
CORP3	Introduce a section in the Member bulletin for Members to report on learning from conferences meetings and training	LPP	2004/05	Member champions	Members submission of articles	Quarterly report in member bulletin	Member champion newsletters go out with member bulletin. Complete.	CG

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CORP4	Review the existing Communications Strategy to improve our communications with all our stakeholders	C Hasted LPP	2006	Policy LPP Communications Group	Strategy reviewed	Adopted the reviewed version by the Council by March 2007. Top quartile satisfaction on GOS in 2007 Increased coverage in local media	Consultation draft agreed by O&S. Consultation to be launched November 2006.	CG
CORP4a	Implement revised Communications Strategy	C Hasted	2006 - 2008	Communications working party	See action plan	Strategy implemented in accordance with action plan	New structure implemented. Launch to take place in February 2007.	SI/CG
CORP6	Develop a feedback form on the consultation web site to ensure proper feedback is given as a result of consultation	K Scott	2005/06	IT capacity	Form developed	March 2006	Spec produced IT bid in SDP. Complete.	CG
CORP7	Increase funding attracted into Kennet by using the grants budget to attract match funding	K Davies	2004 to 2008	Grants budget	100% of grants attract match funding	60% funding levered in for all grants we contribute to	Target exceeded 100% had match funding and KDC contribution was 13% against a target of 40%.	SI
CORP8	Participate in the Wiltshire Community Plan – Lead on the Street Scene objective	M Boden	2004/2009	Time/WCC funding	Efficiency savings from combined contracts for grounds maintenance to pay for additional grass cuts to improve the environment	BV 89, BV90, BV119 all top quartile compared to 2003 in 2007	BV89 = 68% 03/04 TC = 66% BV90a = 87% TC = 89% BV90b = 62% TC = 75% BV119e = 68% TC = 77%	SD
CORP10	Review resourcing of local/Kennet Community Planning	MT/LPP	2005 to 2007	MT time	Review complete	Corporate awareness of CP improved by 31/03/07	Baseline questionnaire established Mar 2005.	CG
CORP71a	Develop criteria that can enable the council to identify which partners to engage in and how to manage partnerships effectively. – From Jan 2006 To take in partnership audit work	MT	2005 – 2007	MT time O&S task group	Effectiveness of links between the LSP, strategic and operational partnerships and the role the LSP plays in rationalising partnerships.	Partnership strategy adopted. Links to existing performance management framework (to be undertaken at Wiltshire wide level. O&S task group recommendations adopted. Audit letter recognition of improvement.	O&S task group established. Review complete approved by O&S to go to Community Development Sept 2006. Complete.	CG

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CORP71c		Policy	2007/2008	IT time	An information mapping exercise is undertaken to ensure that partner views and information are used in a consistent manner to identify and address need across the district	By Mar 2008		CG
CORP71d		HR	Ongoing	Training budget	We ensure that members and officers have sufficient training and are aware of their responsibility to represent the council's interests but, at the same time work towards the partnership agenda.	To successfully attract funding through the Wiltshire Improvement Partnership by March 2006.	Training needs have been identified through the EDR process for staff. Priorities are for staff development to meet skills gaps and future skill requirements.	CG
CORP71f		O&S	Dec 2005 – Mar 2006	O&S Task group	Expand the partnership data collection exercise to ensure that the council has up to date information about its involvement in partnerships.	To ensure the information includes how much resources it invests in partnership work, both through financial contributions and through officer time	Complete.	CG
CORP71g		K Scott	Apr 2006 – Dec 2007	Policy time	Performance Indicators are developed that include measures of achievement in partnership.	Targets established to feed into the 2007/08 BVPP.		CG

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CORP71h		KLSP Also to link into LAA and WIP bid	By Mar 2007	Officer & KLSP time WIP funding	We have ensured that proportional to the risk and responsibilities and risks of the partnership:- <ul style="list-style-type: none"> • There is a reporting route for each partnership • Performance of key partnerships is formally reported to an appropriate forum • There is a procedure for exception reporting • Partnerships take prompt action when monitoring targets 	Start on completion of CORP71f, 71g & 71c		CG
CORP72	Review of the Corporate Strategy	LPP	2006	Officer time	Strategy reviewed in line with recommendations from developing SMART targets audit undertaken in 2005	Review to feed into 2006/07 BVPP	Complete.	CG
CORP81	Continue to support our equalities programme and in particular adopt a disabled equality scheme.	B Fleet	2006	Equalities steering group	Scheme adopted by statutory deadline.		Equalities training undertaken for some members, second course to run in the second half of 2006. Scheme being developed to be adopted by Dec 2007.	SI
CORP11	BVPP Production (C001)	K Scott	annual	Staff time	Adopted by committee	Produced by 30 th June each year. Adopted by committee	Achieved and adopted by council in July each year.	CG
Strong Safe & Healthy Communities								
To fulfil our statutory responsibilities by working in partnership to reduce crime and the fear of crime in Kennet District Council – Key indicators VB126, 127 & 128								
CORP14	Work in partnership to tackle national priorities and key local issues identified in the Community Safety Strategy for 2005 to 2008	M Bradley	2005	CSP	Achieve targets set out in the action plans for:- Drug & Alcohol Domestic Violence Youth issues Anti social & criminal behaviours	Targets achieved by 2008	Groups established –	CS
To continue to support and provide cultural leisure and recreational opportunities to meet the needs of local communities								

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CORP15a	To continue to support and provide cultural, leisure and recreational opportunities to meet the needs of local communities	C Brown	2005	Leisure	Cultural Strategy integrated into Community Plans by April 2005	Cultural Strategy delivered and targets implemented	complete.	CH
To work in partnership with others to maintain, develop and promote health through improved facilities and lifestyle								
CORP16	Implementation of the recently adopted Health Strategy	M Bradley	2006 - 2008	Community Services Directorate	Partnerships in place	Ongoing –	10% - deferred due to staff vacancy and issues relating to the future of the PCT.	CH
CORP17a	To work in partnership with others to maintain, develop and promote health through improved facilities and lifestyle	M Bradley G Thompson	2004 to 2008	Environmental Health/Health Partnerships, Leisure & Arts Services	Adopted strategy and BV and local indicators contained in the action plan 12 promotional activities per annum to promote healthy lifestyles	Strategy adopted by 2004 Action Plan implemented by 2008	Adopted strategy by WSB Promotional programmes in place for both services	CH
CORP17b		P Cooper	2004 to 2009	Supporting People Partnership	Action plans and performance indicators within the Housing Strategy and Supporting People Strategy	Draw up and implement the Supporting People Strategy	Draw up a joint accommodation strategy for older people	SI
To create a healthy and safe environment by providing our statutory and community agreed priorities								
CORP19	To protect the public by implementing and maintaining high environmental health standards	M Bradley	2004 to 2007	Environmental Health	BV166 Environmental Health checklist Local PIs	Achieve top quartile in all Environmental Health BV & Local Indicators by 2007	BV166 05/06 = 97% TC 04/05 = 97%	CH
CORP20	Investigate and implement decriminalised parking across Kennet	M Smith	2004 - 2006	Countywide partnership	Improved Traffic Management through improved enforcements	Report to Comm Dev by 25/05/04 to seek approval to negotiate at a County wide level Implementation of a scheme by Oct 2005 9,000 PCN's issued per annum	Implemented Sept 2006. Complete.	SD
To promote equality of opportunity – Key indicator BV2								
CORP22b	Implement part 4 of the Disabled Discrimination Act 1995	A Crooks	2004/05	Access sub-committee	BV target achieved	83% for BV156	05/06 = 83%/ Complete.	SI
To promote economic activity in the area in partnership with other agencies								

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CORP23b	Examine ways to improve the retail offer in Devizes.	DoCS	2005 - 2008	DCPP	Masterplanning exercise for Devizes complete and planning permission granted for new retail units.	New retail unit on the One Stop Shop site and permission granted for new retail on central car park by Dec 2008	Land-use framework finalised and considered by committee. One stop shop successfully marketed and preliminary discussions held with developer in respect of central car park.	SD
CORP23c	Secure street scene improvements in the main retail areas of Devizes.	DoCS/DoE &L	2006 - 2009	DCPP	Improvement of town centre facilities and appearance by securing partnership funding for improvements to the street scene.	Disposal of Northgate site by December 2006. 'Licence' agreed with WCC for highway maintenance by KDC in Devizes town centre by March 2007. Contract let for resurfacing work in main thoroughfares by 2008.	All of Northgate sold subject to contract. Preliminary discussions held with WCC and Devizes Town Council on highway maintenance issues and resurfacing proposals. Consultant commissioned to prepare sketch re-surfacing plans and initial costings.	SD
CORP24	Ensure that unemployment levels in Kennet are below the national average (local indicators C004 & C005)	Community Planning Partnerships	Ongoing	Community Planning Partnerships	Unemployment remains below national average	Less than 3.35%	NOMIS figures monitored quarterly. Figures remain low and reducing	SD
To work to provide sufficient good quality housing to meet the full range of needs within our local communities – Key local indicator H019								
CORP26a	Implement the Housing Strategy in particular the delivery of 400 new affordable homes	W Bryant	2004 to 2008	Housing Team	New affordable homes enabled	400 new homes between 2004 and 2008	05/06 = 55 completions	SI
CORP26b	Review the implementation of the Housing Strategy 2004-2008 through the mechanism of a Best Value review and begin a consultation process towards adopting a new Housing strategy for 2008 onwards.	P Cooper	2007 to Sept 2008	Housing team	Adoption of a new Housing Strategy			SI
CORP26c	Revise the affordable Housing policy guide in the light of the state of Kennet debate and new government planning guidance.	P Cooper	By January 2008	Housing team	Adoption of new affordable housing guidance			SI
CORP27a	Review the action plan for the homelessness strategy and update to incorporate the homelessness prevention strategy adopted by Community Development Executive in Sept 2006.	P Cooper	By July 2007	Housing Team	Action plans implemented and average length of stay in b&b and hostels in top quartile for all councils	BV183a & b = 0	05/06 BV183a = 3 BV183b = 11	SI

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CORP27b	Develop a Homeless single people strategy	P Cooper	2005/2006	Housing Team	Adopted by CD Committee	Adopted by Comm Dev Exec on 13 th Sept 2005	Complete.	
To facilitate support services for disadvantaged and vulnerable people – Key national indicator BV78a								
CORP30f	Improve benefits performance against BVPIs to meet the standards and upper 25%	A Hart	2004/05	Additional staff as above	Targets achieved	BV78a 36 days BV78b 9 days BV78c 83% BV79a 99% BV79v 60%	05/06 30.4 22.6 Discontinued 98 changed	SI
CORP30h	Develop a strategy for promoting and encouraging the take up of benefits that targets information at particular groups	A Hart S Kimber	2005/07	Publicity budget of £25,000 and staff time	Campaigns accepted as mainstream benefits work	Benefits recipients increased by 10% by 2007	Joint take up campaign with the pensions service undertaken in 2005	SI
CORP30i	Develop benefits specific business continuity and IT recovery plans that are tested and reviewed annually	A Hart	2005/06	Benefits staff	Plan adopted and tested	31/03/06		SI
CORP35a	Implement a phase 2 plan for Choice Base Lettings service based on customer feedback	B Eastland	2004	Housing Team	Action Plan agreed	Improvements in place by Sept 2004	100% complete	SI
CORP35b	Work with neighbouring authorities to develop an effective county-wide model for choice base letting.	P Cooper	2006 - 2008	County wide housing teams	Model adopted by Kennet.	By July 2008		SI
Stewardship of the Environment								
Waste & Recycling Key national indicator BV82								
CORP31e	To provide a high quality waste collection service	M Smith	2006/2007	Refuse Team	Top quartile satisfaction with the service	BV90a top quartile compared to 2003 survey		SD
CORP31g	Introduction of waste minimisation/fortnightly collection	M Smith	2006/2007	Refuse team	Scheme approved by council and implemented	15% reduction in waste collection by 2010	Scheme implemented in July 2006. Complete	
CORP73	To develop a new strategy for Waste, Recycling & Minimisation, (outcome of review of completed improvement targets in Feb 2006)	M Smith	2006/2007	Refuse team	A strategy for 2007 – 2016 complete	Adopted by the council by March 2007		SD
Street Scene key national indicator BV199								

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CORP32	To maintain the highest possible cleanliness standards	M Smith	Ongoing	Cleansing Team	Achievement of top quartile performance against the grade B standard	14% by 2007/8 PSA outcomes agreed and achieved	Actual 2005/06 = 9.8%	SD
05/06 =								
CORP33a	To protect and enhance the built, historic and natural heritage of the district by responsible decision making and advice.	E White	2004 to 2008	Forward Planning	BV106 Homes built on previously developed land BV200 Adopted Development Plan	Meet the regional planning target by 2008 Adopt a local development framework	05/06 = 82%	SD
CORP33b		M Willmott	2004 to 2008	Development Control	Determine all planning applications in line with Government's development control targets	BV109a 60% BV109b 67% BV109c 82% BV188 92%	77.36% 83% 85.58% discontinued	SD
CORP33c		A Crooks	2004 to 2008	Building Control	Ensure all relevant building works conforms to statutory and regulatory requirements	M011 Benchmark against BSA Quality and performance matrix 86%	85%	CS
Environmental Protection								
CORP37	To ensure the Council contributes to the achievement of national standards for air quality, land and energy use	M Bradley	2004 to 2008	Environmental Health	Air pollution processes carried out within nationally agreed timescales	Q020 100% Q021 100%	100% 100%	CH
Improving Services								
To focus our resources on what matters to stakeholders – Key indicator BV3								
CORP38	Undertake an annual Satisfaction survey to monitor improvements of Corporate Strategy and awareness of the community plan and LSP's to measure improvements in community leadership	K Scott	Sept each year	People's Voice & Tomorrow's Voice	Annual survey achieved	Top quartile compared to 2003 survey	Survey undertaken March 2005, baseline results now established. Ongoing.	CG
CORP62a	Gershon statements	J Ditte	15/04/2005	Accountancy/SMT		Forward looking statement 15 Apr 2005 Backward looking statement 15 th Jun 2005 Mid year statement Nov 2005	Forward looking statement complete. Backward looking statement complete.	CG
To develop and enhance processes to support continuous improvement								
CORP42	Risk Management and monitoring	D Price	April and Sept each year	Accountancy	Two reports per annum to MT	Regular reporting of RM at strategic level	Complete	CG

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CORP44	Review EDR's and Teamwork procedures to ensure Team targets are developed and captured in Team action plans	A Ewing	2006	HR capacity	Adopted at SMT and launch meetings held. IIP assessor re grants IIP.	December 2006	50% - focus groups planned with a re-launch in September 2006. And staff launch in February 2007.	CG
CORP52	Procurement Strategy developed and procedures to implement E procurement in place	N Ratcliffe	2002 -2006	IT	E procurement system installed Policy is aligned with the national Procurement Strategy for Local Government	Strategy complete by Dec 2004 E procurement used for at least 95% of procurement	Team established, guidance in progress.	SD
CORP82	Implement a pay and grading review	A Ewing	Mar 2007	Pay & Grading review	Implemented on 1 st April 2007	By 1 st April 2007	All JEQ's been assessed on target.	
CORP55	Produce a new Human Resources Strategy	A Ewing	December 2007	HR/SMT	New strategy adopted.	Adopted by 31/3/07 BV11a – 31.8% BV11b – 4% BV12 – 8 days BV14 – 0.14% BV16a – 2.7% BV17X- 2.4% A004 – 13%	2005/06 35% 0% 9.19 0.27% 2.1% 107.1% 16.18%	SI
To provide equitable access to services – Key national Indicator BV157								
CORP56	Annual development of IEG Statements in line with Council programme and achievement of BV 157	F Marshall N Ratcliffe	Dec 2004	IEG Funding	IEG Funding Allocated & IEG satisfactory	BV 157 – 100% by 2005	2005/06 = 98.34%	SD
CORP57	MVM integrated Planning, Health, Building Control and Land Charges system	A Morris	2002 to 2004	Staff time and software - £15,000 and temp staff resource	Final system – land charges implemented	All systems operational by 31/10/06	80%	SD
CORP58a	To provide equitable access to services	N Ratcliffe	2005	Customer First Team	BV 157	Develop and implement an Access Strategy	Strategy adopted with IEG statement – further development with customer first going live.	SI

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CORP58b		N Ratcliffe	2006	Customer First Team	BV 157	All services capable of being delivered in a single way to multiple access channels – from home and site visits through to self-service	2005/06 = 98.34%	SI
CORP60	Business Process Re-engineering. Analysis of "as is" position for all services, and design of "to be" position that exploits the opportunities provided by new technology and placing customer first in designing services.	N Ratcliffe B Fleet	Three-years 2004/05 to 2006/07	Staff time, training and consultancy	All relevant processes re-engineered	March 2007 process completed	60%	CG
CORP63	Achievement of all Egov priority outcomes	N Ratcliffe	2005/06	IT	Government funding received	100% complete by 2005/06	Complete.	CG
CORP64	Electronic Document Management System implemented	F Marshall	By Mar 2007	IT	System in place	Operational system by Mar 2007	Consultants appointed.	
To implement the recommendations arising from the customer focus BVR								
CORP65	Ensure it is clear to customers and key stakeholders how we will develop our access channels and improvements in service performance	F Marshall	By Mar 2007	BPR team	Publish an Access Strategy	Access strategy adopted by Mar 2007	Draft strategy being produced across the county.	SI
CORP66	Ensure customers and the local community are well-informed about the standards and services they can expect from the council	Service Managers	By Jun 2006	SM's	<ul style="list-style-type: none"> Promotion of the availability of information in different formats Implementation of a corporate complaints system and demonstrable learning from this Published corporate service standards 	To implement for inclusion in 2006/07 BVPP. Top quartile for satisfaction with how people feel about the council	Draft service standards being developed across all services. BPR complete on corporate complaints procedure Scripts being written and new standards communicated across the council.	SI

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CORP67	Actively involve local people in developing our plans	Service Managers Equalities team	2006 2008	Customer First Team	<ul style="list-style-type: none"> Local people involved in the design of the new reception area and services to be provided at community information points The times at which information and services are available to the public Regular user surveys to assess customers's experience and expectation are undertaken Potential barriers for no-users and minority groups are identified 	Take up and satisfaction of different user groups measured and improved	Satisfaction surveys established across the council.	SI
CORP68	Set performance targets to measure the success of customer first programme in delivering efficiency gains and improved value for money	H Luty	By Mar 2007	Contact Centre	Included in the 2006/07 BVPP	Base line established by April 2006 and improvement by Mar 2007	Draft targets for BVPP	SI
CORP83	Redesign the reception area to enable better access for customers to the council.	N Ratcliffe	By Dec 2006 Next GOS survey will measure in 2009.	£190,000	Reception area complete and new interview rooms in place.	BV80 b to achieve top quartile of 85% in 2009	In progress. Due to complete in December 2006.	
CORP69	Develop long term ambitions for customer focus with key partners, in order to inform delivery of medium term improvement plans for customer first	F Marshall	2005 2008	Wiltshire Customer First Partnership	Our own policies formed in respect of joined up customer access and integration of service delivery with other councils	Support secured from other councils and a co-ordinated delivery programme is formulated.	Customer First partnership broadened to encompass Gershon agenda	SI
CORP70	Develop programme management expertise and apply the learning.	DoR	2005 2008	Wiltshire Customer First Partnership	Learning applied in the delivery of objectives for customer first	Learning applied for the delivery of future partnership work		SI
To implement and ensure continuous improvement arising from our commitment to data quality								
CORP74	Ensure responsibility for data quality is in job descriptions and the appraisal process.	All SMS/HR	2006 2007	HR	Appropriate officers identified and objectives set as part of the EDR.	100% complete by 2006/07	Complete for the Policy Manager and Trainee Policy Officer	CG

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CORP75	Ensure national submissions are on time and accurate and that the latest guidance is followed.	MT	Annually	All staff responsible for data quality.	All indicators on time and correct.	0 Qualifications and/or comments from the auditor.		CG
CORP76	Ensure that all data that is supplied by third parties meets our standards for accuracy and timeliness for reporting.	SMS	2006 2007	Relevant staff	We have a complete list of the indicators that require external data and we have an appropriate agreement with the third party. We will also investigate the scope for verifying the data.	All relevant Pis are subject to specific contractual or SLA or formal agreement clauses.	Indicators have been identified where data is gathered from external organisations and these are being checked to see what agreements are in place.	CG
CORP77	Ensure that the council has a programme of data validation to support accurate performance reporting.	Policy	2006 2008	Relevant staff	Current programme is reviewed and recommendations are in place.	A full review of the current methods to be undertaken to ensure it is still reliable, up to date and is working.		CG
CORP78	Review training requirements and ensure the appropriate staff are fully briefed and understand their data quality responsibilities.	Policy	2006 2008	Policy/HR/SMS	Full training review undertaken and the results implemented.	100% of staff reviewed by 2008. Issues discussed at all staff at their EDR.		CG
CORP79	Ensure systems are in place to support accurate and timely reporting	Policy	Ongoing	Policy/IT	System under continuous review – action plan continually implemented.	Develop actions for implementation.	Issue with entering the year end actual has been resolved – training with all staff will be implemented by March 2007. Issue with some PI types has been resolved – training with all relevant staff will be implemented by March 2007.	CG
CORP80	Review data sharing protocols and identify whether a standard model for data sharing and data quality is required	Policy	2006 2008	Policy/Internal Audit	System reviewed	Standard format developed subject to need.		CG

Next allocation = 83