

Table 1 – Formal Recommendations

| Recommendation | Action | Responsible Officer ¹ & Dates | Progress |
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| Recommendation 1 Better Articulate your vision through a revised business plan which sets the context place narrative and communicate effectively to staff and key partners | The Council will – <ul style="list-style-type: none"> Revise and enhance the narrative around the Business Plan, with a clear vision and context section. The plan will be shared with key partners and colleagues. | LW – March 2024 | |
| Recommendation 2 Reset and define relationships at a local and regional level with key partners to support the delivery of business plan priorities | The Council will – <ul style="list-style-type: none"> Hold at least 2 Planning parish workshops and training sessions, and 2 Cabinet-Parish Liaison meetings a year, focusing on areas identified by parishes as useful to them. Hold meetings with stakeholder organisations to identify opportunities to strengthen working arrangements and continue to build effective relationships with the Combined Authority, Greater Cambridge Partnership, Oxford – Cambridge Pan Regional Partnership, Parishes and other key partners | SK/HJ – March 2025 LT & Cabinet - ongoing | |
| Recommendation 3 | | | |

¹ LW – Liz Watts; SK – Stephen Kelly; HJ – Heather Jones; PM – Peter Maddock; FA – Farzana Ahmed; AA – Anne Ainsworth; AF – Andrew Francis; GB – Gareth Bell; HC – Helen Cornwell; JM – Jeff Membery; KL – Kevin Ledger; BM – Cllr Brian Milnes

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| <p>Finance</p> <p>a. Accelerate the closure of outstanding accounts.</p> <p>b. Develop an efficiency strategy to demonstrate how the future budget gap will be bridged.</p> <p>c. Ensure effective and regular financial monitoring which includes forecast financial performance and is owned by service managers.</p> | <p>The Council will –</p> <ul style="list-style-type: none"> • ensure that adequate resource is allocated to close the accounts and will liaise with the external auditors where appropriate to ensure swift progress is made. • Work closely with the transformation team and Transformation Board to develop, monitor, and report on a schedule of progress towards the Target Operating Model (TOM) and delivery of associated savings. • Escalate reporting of any forecast shortfalls to Leadership Team at an early stage to allow corrective action to be promptly undertaken. • Complete the testing, refining and roll out of the accountancy forecasting module of the Tech1 accountancy system. • Undertake regular meetings between accountancy business partners and heads of service to monitor and review financial performance at a service level. | <p>PM – September 2024</p> <p>FA – May 2024</p> <p>FA – May 2024</p> <p>FA – September 2024</p> <p>PM – July 2024</p> | |
| <p>Recommendation 4</p> <p>Review the robustness of data/information provided to members to support effective decision making</p> | <p>The Council will –</p> <ul style="list-style-type: none"> • Introduce a lead data officer to shape the delivery of cleaner, better-quality data and ensure it is used to improve services to residents. • Provide training for all officers responsible for the drafting of reports to improve their understanding of where data/information is best obtained and who needs | <p>AA – April 2025</p> <p>LW – January 2024</p> | <p>Training delivered at CMT on 23</p> |

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| | <p>to be consulted to ensure this data is correct and up to date.</p> <ul style="list-style-type: none"> • Ensure report recommendations are evidence driven and conclusions in reports reference the supporting evidence which should be available to members making the decision. | LW – January 2024 | <p>Jan. Action complete.</p> <p>Training delivered at CMT on 23 Jan. Action complete.</p> |
| <p>Recommendation 5</p> <p>Develop a member development plan to ensure all members are supported in their role and review it regularly</p> | <p>The Council will –</p> <ul style="list-style-type: none"> • Draft a comprehensive Member Development plan. • Consult with members to better understand the support and development opportunities that they need to undertake their role and develop a training programme that they will value. • Schedule in further consultations with members to see whether the delivery of the programme is still meeting their needs or requires an update/revision | <p>AF/BM– August 2024</p> <p>AF – October 2024</p> <p>AF – August 2025</p> | |
| <p>Recommendation 6</p> <p>Develop a community strategy to ensure there is a structured focus around enabling and supporting communities and further build on the relationship with the VCS and parishes</p> | <p>The Council will –</p> <ul style="list-style-type: none"> • As a first step to develop a “Community Statement” which will articulate the offer for Communities to give a clear understanding of what they can expect from us. | GB – September 2024 | |
| <p>Recommendation 7</p> <p>Develop with pace your organisational development and people strategies.</p> | <p>The Council will –</p> | HC – January 2024 | <p>Values launched at 6 Feb Town</p> |

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| | <ul style="list-style-type: none"> • Complete the work on corporate values to give colleagues clear, relevant, and instructive insight into the actions and behaviours that the Council values. • Complete a draft people strategy for consultation with colleagues. • Complete a draft organisational development strategy for consultation with colleagues. | <p>HC – February 2024</p> <p>HC – May 2024</p> | <p>Hall meeting. Action ongoing</p> <p>Initial Draft Completed</p> |
| <p>Recommendation 8</p> <p>Develop a clear narrative for transformation with wider organisational ownership and review the governance structures.</p> | <p>The Council will –</p> <ul style="list-style-type: none"> • Promote the transformation program with an associated communications plan & transformation roadmap for internal and external audiences in order to improve the understanding of what the program is here to achieve and the role each service can play in its delivery. • Include at least one target for managers to deliver the Target Operating Model (TOM) and/or delivering bankable savings as part of the annual performance review. • Introduce a KPI around transformational change/delivery of Transformation savings. | <p>JM - February 2024</p> <p>ALL - April 2024</p> <p>JM - May 2024</p> | <p>Promoted at 6 Feb Town Hall meeting. Action ongoing</p> |

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| | <ul style="list-style-type: none"> Revise the remit of Transformation Board so that it includes Cabinet representation and focusses on supporting the delivery of the TOM and associated savings. | JM & AA -March 2024 | Complete - New Format and membership agreed. |
| <p>Recommendation 9</p> <p>Review the performance metrics that is representative of the whole business at a strategic and operational level E.g thread between business plan, risk and performance measures.</p> | <p>The Council will -</p> <ul style="list-style-type: none"> Complete revision of business plan and KPI reporting arrangements for the 24/25 year. Hold annual member officer workshop to review & revise existing KPIs to ensure they reflect the key parts of the organisation and meet member needs. Continue to respond to requests from Cabinet and/or Scrutiny & Overview Committee for additions to – or changes to – KPIs. | <p>AA – January 2024</p> <p>AA - December 2024</p> <p>KL – As required.</p> | Completed |
| <p>Recommendation 10</p> <p>Ensure your ICT provision supports your transformation plans</p> | <p>The Council will –</p> <ul style="list-style-type: none"> Support the review of the shared service arrangements reviewing the whole of the offering and the delivery model to ensure that it meets the future needs of the 3 Councils. Work with partners to look at alternative options for IT provision to see if they better support the transformation agenda. Directly employ 2 developers to work hand in hand with 3C ICT’s digital team to speed the delivery of transformation projects. | <p>LW – July 2025</p> <p>LW/AA/JM – July 2025</p> <p>JM – July 2024</p> | Review has started - ongoing |

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| Recommendation 11 Undertake the LGA 3-day communication review to support internal communications | The Council will – <ul style="list-style-type: none"> commission the review as suggested and draft an improvement plan based upon the results. | GB – September 2024. | |
| Recommendation 12 Undertake an effectiveness review of the Councils Overview and scrutiny committee | The Council will – <ul style="list-style-type: none"> discuss this recommendation with the Chair of Scrutiny and Overview committee. agree actions with the Chair to ensure the work programme carries effective oversight of corporate risk. | AF – September 2024 | Meeting held with Scrutiny Chair on 13/02/2024. Actions agreed With Chair* |

** It was agreed that significant work had already been undertaken to improve the effectiveness of Scrutiny, including a full CfPS external review in 2020. Agreed with Chair that good progress had been made in delivering on the outcomes of that review, but with joint recognition that efforts can always be made to improve effectiveness further.*

Agreed that senior officer buy in is demonstrated through regular “triangulation” meetings with CE, Leader, Chair and Vice Chair.

Agreed that Scrutiny officer would work with Chair and Vice Chair to develop our work programme to include a longer term look at specific high profile corporate risks using the corporate risk register as a guide.

Table 2 - Other advice, suggestions or recommendations contained in the report

| Suggestions | Actions | Responsible Officer & Dates | Progress |
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| <p>Deliver a real time information management system.</p> | <p>The Council will –</p> <ul style="list-style-type: none"> • Identify which software will best meet its needs in producing real time automated dashboards through interfaces with key back-office processing and case management systems. • Procure the agreed software, identify data champions, and arrange training for champions, managers and key users. • Obtain temporary external support in setting up initial key dashboards. | <p>JM & AA– April 2024</p> <p>KL – August 2024</p> <p>KL – October 24</p> | <p>Complete – agreed on Power BI</p> |
| <p>The council undertake an independent resident survey to obtain a representative sample of resident views beyond planning and growth</p> | <p>The Council will –</p> <ul style="list-style-type: none"> • Undertake a resident survey as suggested. • Put in the business plan a commitment to Identify current best practice in obtaining customer feedback and satisfaction levels. • Implement a KPI for customer satisfaction across Council services. | <p>GB – October 24</p> <p>JM – March 2025</p> <p>AA – April 2025</p> | |
| <p>Set up a statutory officer group to include the Chief Executive, S151 Officer, Monitoring Officer and Head of Internal Audit</p> | <p>The Council will –</p> <p>Set this group up and have regular meetings.</p> | <p>LW – January 2024</p> | <p>Group established and regular meetings scheduled. Action complete.</p> |
| <p>A clear member engagement plan is required to ensure access to key colleagues at the right level in the organisation is</p> | <p>The Council Will –</p> | <p>ALL – March 2024</p> | |

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| <p>established to improve the responsiveness with member's case management and democratic duties.</p> | <ul style="list-style-type: none"> • Ensure all teams have an officer available for member contact (including having a team member in the office) every working day. • Work with colleagues in 3C ICT and Colleagues in the City Council and Huntingdonshire Council to improve members access to officers using the Teams system | <p>JM – August 2024</p> | <p>Actioned – Team Members are in the office daily</p> |
| <p>Review the strategic capacity of the leadership team, considering the spans of control and number of direct reports reporting to the chief executive</p> | <p>The Council will – Consider this as part of the annual Performance Development Review process for Leadership Team colleagues.</p> | <p>LW – July 2024</p> | |