

CGI IMPROVEMENT PROJECT*[Strap line to be added]***1. BUSINESS CASE/WHY ARE WE UNDERTAKING THIS PROJECT?**

1.1 The immediate purpose of the project is to enable the Council to make a vigorous response to the findings and recommendations in the Audit Commission CGI report dated January 2007. However, project scope goes beyond responding to the points in the report. It aims to achieve a broader and sustainable change in the cultures and systems of the Council to enable the Council to improve the provision of services and develop its community leadership role on behalf of the residents of South Cambridgeshire. Many of the issues raised by the Audit Commission report had already been identified in the “State of the Nation” report to the Cabinet in September 2006.

1.2 The intended benefits/outcomes to be achieved by the project will include:-

By October 2007

- (a) The adoption of Council Objectives, Vision and Values which command support within the Council and will enable the Council to support the Community Strategy.
- (b) The development of capacity to tackle the Improvement Plan through –
 - the appointment of an Improvement Manager;
 - completion of the second, third and fourth tier review;
 - the appointment to new posts funded through the £300,000 made available by the Council to strengthen capacity;
 - the maximisation of external resources; and
 - the release of resources through internal changes of processes.
- (c) The development of Member and political group capacity through the adoption of a Member Contract and job description; Member mentoring; and training.
- (d) The avoidance of intervention by the Audit Commission through the development of an Improvement Plan and the timely achievement of phase 1 of the plan.

By April 2009

- (e) The vision, values and objectives for the Council embedded in the culture and systems of the Council.
- (f) A Council seen as outward looking and engaging with the public and partners to achieve real change in the district and taking the lead in responding to district wide issues.
- (g) Consistently improving services to the public of South Cambridgeshire as measured through performance indicators and public satisfaction.

- (h) A highly motivated and skilled workforce.
- (i) A Council recognised as representing the needs of all sections of the community
- (j) The “normalisation” of the Audit Commission’s relationship with the Council.

- 1.3 These benefits will be achieved through a wide ranging and multi-faceted work programme divided into a number of workstreams. The programme will be based on sound principles of organisational transformation and change management. It will seek to put the fundamentals in place (ie a clear vision, values and objectives for the Council) and to embed those fundamentals through communication, training, development, and changed systems.
- 1.4 The Council has already agreed to allocate a further £300,000 pa to address weaknesses identified by the Audit Commission. Further assistance has been given and is being sought from agencies such as IDeA and Building Capacity East (BCE). The major input of resources will be the time of existing officers and Members.
- 1.5 The project has the potential to repay the energy and resources put into it many fold. However, it will be essential for Members and officers to remain focused on this project and to minimise other demands if the project and the resources put into it are to repay the investment.

2. PROJECT INITIATION

Project Objectives

2.1 The immediate objectives of the project are as follows:-

- a) To enable the Council to meet the requirements of the Audit Commission following the Corporate Governance Inspection, in particular to:-
 - Prepare a draft Improvement Plan which meets the Audit Commission’s expectations, with appropriate involvement of identified stakeholders, for approval and submission to the Audit Commission by the end of April 2007
 - To enable the Council to demonstrate sufficient progress on its Improvement Plan to satisfy the Audit Commission in its review in Autumn 2007
 - To enable the Council to continue to improve its standing with the Audit Commission and to be strongly placed for the new CPA arrangements from 2009.
- b) To enable the Council to generate a clear vision and as to how it wants to work and to embed that vision in the culture, structures and working relationships within the Council.

- c) To enable the Council to set clear future objectives, which reflect the revised Community Strategy, and to develop the capacity to achieve those objectives

2.2 It is envisaged that more specific and quantified objectives will be developed early in the project (by July 2007), when a clear vision and objectives have been adopted by the Council

Scope

2.3 The project will be divided into the following workstreams.

- A Project Set up, Management and Resourcing
- B Council Vision and Cultural Change
- C Communications
- D Standards, Equalities and Diversity
- E Political Priorities and Decision Making
- F Community Focus and Partnerships
- G Systems and Process Improvements

2.4 The attached project plan and objectives for each workstream defines the scope of the project.

2.5 There are a number of corporate issues which have been deliberately omitted from the direct scope of the project, although they may benefit from the improved working and capacity resulting from the project. These include:-

- a) Achieving Gershon savings and procurement
- b) Improving the Council's use of resources score
- c) Shared services
- d) White paper implementation
- e) ICT/web site development
- f) Others ???

2.6 The project will subsume the Transformation Project.

2.7 It is intended that the project should ensure links with any other relevant change processes taking place within the Council. In particular the Growth Agenda facing the Council is a non-negotiable high priority. It is proposed that the growth areas project will not be included as a separate workstream in the Improvement Plan. The Project Team will ensure that a Project Plan and effective project management arrangements are established for the growth areas and will keep progress under review, ensuring progress and co-ordination with other

improvement plans. As other corporate initiatives arise (for example the response to the recent White Paper) the project team will decide whether they should be included in the project or whether a similar linkage mechanism should be adopted.

Project Team and Roles

2.8 The following major roles will apply:-

Project Sponsor (the persons for whom the project is undertaken):	Leader of the Council
Project Leader (the person with overall responsibility for delivering the project objectives)	The Chief Executive
Project Manager (the person responsible for day to day management of the project)	The Improvement Manager*
Project Co-ordinator	Paul Swift

* Project Management to be undertaken by Dale Robinson and Paul Swift until the appointment of the Improvement Manager.

2.9 The Project Team consists of:-

	Job Title	Project Team Role
Geoff Bridgeman	Project Manager	Leader, Workstream G
Susan Gardner Craig	Human Resources Manager	Support to a number of workstreams
Catriona Dunnett	Principal Solicitor	Leader, Workstream D
Steve Hampson	Executive Director	Leader, Workstream C
Greg Harlock	Chief Executive	Project Leader and Leader Workstream E
Gareth Jones	Corporate Manager	Growth Area project liason
Richard May	Democratic Services Manager	Business Support and support to workstreams
Simon McIntosh	Corporate Manager	Leader, Workstream F
Dale Robinson	Corporate Manager	Leader, Workstream B
Paul Swift	Policy and Review Manager	Project co-ordinator, support to project manager and various workstreams
	Improvement Manager	Project Manager

2.10 Workstream Leaders will be responsible for:-

- Selecting their team, subject to approval by the main project team.
- Drawing up the workstream plan and project identification documents for the individual areas of activity within the workstream plan for approval of the main project team. Any variations also need to be approved by the main project team.

- Project managing their workstream and drawing to the attention of the main project team any delay or other problem which might affect the delivery of the project.

2.11 Team members will also support individual workstreams and will also contribute to and share responsibility for decisions made by the project team and will represent the views of the project team within their services, to partners etc.

Reporting Lines

2.12 The Project Team will report to **Cabinet** which holds overall Council responsibility for the development and implementation of the Improvement Plan, subject to Council approval of the Improvement Plan itself. The Council has established an **Improvement Board** with the remit to advise the Council and provide external stimulus and support. It may be appropriate on some occasions for the Project Team to report directly to this Board.

Project Timescale

2.13 It is envisaged that the project will have an 18 month to 2 year timescale. This will be defined more clearly in the project plan and will be reviewed after a year. Immediate key milestones are:-

29 th March 2007	The first meeting of the Improvement Board which will give a steer on the Improvement Plan and other arrangements for achieving the Council's improvement journey
30th April 2007	Deadline for submission of Improvement Plan to the Audit Commission
July 2007	Approval of the Council Vision, Values and objectives by the Council
September 2007	First major review of progress, with reports to the Improvement Board, Cabinet and Council. Approval of Community Strategy
Autumn 2007	Audit Commission review of progress/potential re-inspection
Autumn 2007	Review of the Improvement Plan in the light of the Audit Commission review and the Vision, Values and Objectives adopted by the Council.
November 2007	Approval of Council Corporate Strategy, MTFS and Workforce Plan
March 2008	Annual Review of project by Improvement Board and Council

Arrangements for Project Management

2.14 The following approach to project management will be adopted:-

- a) A **Top Level Project Plan** (attached) will be prepared and maintained setting out workstreams and corresponding objectives, areas of activity, activity leads and start/finish dates.
- b) For each Area of Activity in the Top Level Project Plan an **Area of Activity Project Initiation Document** (PID) will be prepared which will show for each area of activity:- milestones, resources, outputs and outcomes.
- c) On a monthly basis each Workstream Leader will report to the project team showing the progress on each area of activity, including the milestones for that area of activity using a traffic light system and highlighting in particular delays affecting the critical path.
- d) The project team will review the Risk and Issue logs on a monthly basis. And will evaluate success against the Critical Success Factors every three months.
- e) A high level monthly report will be made to the project sponsor, indicating any major problems, who may refer the report to Cabinet.
- f) A three monthly report will be made to Cabinet and the Improvement Board.

Risk Management

2.15 The Project Manager will maintain a Risk Log (attached) and an Issue Log (attached) which will be reviewed monthly by the project team

Resources

2.16 The following resources are available to the project.

2.17 **Available budgets.** The Council has approved a sum of £300,000 pa to provide capacity to address the findings of the CGI Report. It is envisaged that this sum will be used as follows:-

2007/08:	£200,000	Employment costs for new posts
	£100,000	One off costs for the development and implementation of the Improvement Plan
2008/09 onwards:	£300,000	Employment costs for new posts

2.18 Provision of £125,000 as part of the Transformation Project to strengthen senior management capacity.

- 2.19 **External support.** IDeA and Building Capacity East (BCE) have already provided or given commitments to financial assistance and advice in areas such as Leadership Academy places; Member mentoring; top team development; communications consultancy; equalities consultancy; scrutiny support; Member training; and the employment of an Improvement Manager. Further requests are being prepared and discussed with these agencies. Support may well also be available from other sources.
- 2.20 The most significant resource available to the project team is the time and energy of existing staff. In order to maximise that capacity:-
- a) Portfolio holders and other members are requested to reduce other expectations on Project Team leaders to allow for the time they will need to put into the project.
 - b) The project plan will be phased and realistic.
 - c) External support will be utilised as much as possible.
 - d) Involvement in the project will be spread to as many officers as possible in order to spread the load and achieve wider engagement
 - e) The requirements of the project will be taken into account in service plans and appraisals
 - f) Opportunities to reduce meetings and other pressures on senior officer time will be reviewed.
- 2.21 Nevertheless, pressure on staff time remains as one of the key risk factors in the delivery of the Improvement Plan.
- 2.22 **Administrative Support:** Adequate administrative support will be provided through use of resources within the Council and the use of the £300,000 provision.

Stakeholder Analysis/Communications Plan

- 2.23 The project team has already carried out an initial stakeholder analysis. This will be refined and taken into account in the development of a Communications Strategy (Workstream C)

Principles

- 2.24 The Improvement Plan will be developed and implemented on the basis of clear change management principles, summarised as follows:-
- a) The approach taken will depend on time and situational factors i.e. complexity and resistance to change.
 - b) It is a common mistake to move too quickly, involve too few people particularly if some of the information to design the change is unknown
 - c) Communication, participation, education, involvement and facilitation and support are essential
 - d) Set Clear SMART Objectives (SMART = Specific, Measurable, Achievable, Realistic and Timed)
 - e) Identify Critical Success Factors/Processes
 - f) Identify early those likely to experience loss or uncertainty

- g) Identify Resistance to Change
- h) Identify and have clearly ring-fenced Change Budget;
- i) Communicate Opportunities created by Change
- j) Evaluate and learn from progress.
- k) Analyse and manage risk
- l) Remove artefacts (symbols, routines, myths etc) that do not convey vision
- m) Build trust -deliver on promises

3. DOCUMENTS MAKING UP THE PROJECT PLAN

- a) Top Level Project Plan (attached)
- b) Risk Log (attached)
- c) Issues Log (attached)
- d) Stakeholder Analysis (to be added)
- e) Communication Plan (to be added)
- f) Project Initiation Documents (PIDs) for all Workstream areas of activity (to be prepared)
- g) Templates for Project Management process (to be added)
- h) Actions already completed post inspection and prior to the project (attached)
- i) Analysis of workstream activity against 9 change management principles (to follow)

4. ACTIONS CARRIED OUT BETWEEN JANUARY 2007 AND THE AGREEMENT OF THE IMPROVEMENT PLAN

The following are actions carried out or in progress up to the beginning of the period of the Project Plan (end April 2007) which have contributed to addressing the CGI report:-

1. Council has approved changes in constitution for strong leadership model (ie the ability of the leader to appoint the Cabinet and allocate portfolios)
2. The number of Council meetings has been reduced from May 2007
3. Council meetings now only receive minutes for adoption and other measures to improve efficiency and effectiveness of full Council meetings.
4. Audit Panel reconstituted as a committee reporting direct to Council
5. Arrangements for portfolio holder meetings reviewed – stronger links to forward planning and attendance of Scrutiny monitors and opposition spokespersons
6. Whistleblowing arrangements for reporting poor conduct direct to Chief Exec or Monitoring Officer revised and strengthened. Publicity to be given to the new arrangements by end of March 2007.
7. A revised Workforce Plan adopted.
8. A decision to trial evening meetings for Cabinet

9. The holding of leaders' meetings (informal cabinet)

5. TOP LEVEL PROJECT PLAN

The following pages set out a top level project plan for the 7 workstreams. Each project plan sets out a number of areas of activity for the workstream. For each area of activity there is:-

- **An Activity Area Code** (A1, B3 etc). For each code an Activity Area Project Initiation Document (PID) will be prepared showing in more detail the milestones, outputs, outcomes, resources required etc for the area of activity.
- **Links to suggestions.** These are references to the suggestions received from Members and Officers listed under each workstream, which will be taken into account in the workstream activity.
- **Lead** - the Member or officer/s who will be responsible for the delivery of the Area of Activity. Abbreviations are given below.
- **Objectives/Outcomes** – a brief summary of the outcomes for each area of activity - which will be given in more detail in the PID
- **Links with other workstreams** - references to related areas of activity in other workstreams.

WORKSTREAM A: Project Set up, Management and Resources

Objectives: *To ensure that the project is successful by having clear objectives, clear roles, sufficient resources and effective project management arrangements.*

Team: The whole project team

	Area of Activity	Links to suggestions	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For Completion by October 2007							
A1	Project Set Up. Project management roles, methodology, workstreams, name, reporting arrangements (including Improvement Board) etc		PS	Feb 07	April 07	Clear and supportive project management arrangements. Successful delivery of project	Supports all workstreams
A2	Complete PIDs for workstreams and reassess timing and resource requirements of the project		PS/GB/DR	March 07	April 07	A realistic project plan	Supports all workstreams
A3	Draft and gain approval to the Project Plan and submit to Audit Commission by end April.		PS/GB	Feb 07	April 07	Support and input of AC	Supports all workstreams
A4	Develop common information base for use by workstreams		PS	April 2007	April 2007	Common data; efficiency; support for workstreams	Supports all workstreams
A5	Provision and financing of Administrative back up		GB	April 2007	June 2007	Administrative support to workstreams and project – efficient use of resources	Supports all workstreams
A6	Complete appointments of Corporate Managers and agree 3 rd and 4 th tier structures		GJH + Corporate Managers	Sept 06	Sept 07	Provision of effective management capacity	Supports all workstreams
A7	Appoint an Improvement Manager		GJH	Jan 07	Apr 07	Provision of effective management capacity	Supports all workstreams
A8	Agree the use of the £300,000 made available by the Council and make appointments	k	GJH + Corporate Managers	Mar 07	Oct 07	Provide Council with capacity in key areas to address CGI findings	Supports all workstreams

	Area of Activity	Links to suggestions	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
A9	Identify, maximise and direct resources from external agencies.		PS	Feb 07	July 07	Maximise resources from external agencies and effective use.	Supports all workstreams
A10	Maximise capacity by reviewing options to free up officer time (including options suggested at member workshops)	a, b,c,d,f, j	Leader/ Chief Executive	April 07	Oct 07	Maximise officer capacity and focus on the improvement plan.	Supports all workstreams
A11	Major review of progress prior to AC review in Autumn 2007		Improvement Manager/PS	Sept 07	Sept 07	To ensure that any major problem areas are addressed before AC re-inspection	Supports all workstreams
A12	Complete Growth Area Project Plan and establish arrangements to enable the CGI Project Team to overview progress		Steve Hampson/ Gareth Jones	In progress	July 07	Effective project management and delivery of the growth area plan	Political Priorities and Decision Making Community Focus and Partnerships
For completion post October 2007							
A13	Review of the Improvement Plan in the light of AC review and Council Vision, Objectives, Values and Community Strategy		Improvement Manager	Mid Oct 07	Nov 07	An Improvement Plan which remains relevant.	Supports all workstreams
A14	Review Government guidance following enactment of the Local Government and Health Bill and decide how to be addressed by workstreams		Improvement Manager/PS	Mid Oct 07	Mid Oct 07	A co-ordinated response to the requirements of the new guidance.	Supports all workstreams

Relevant suggestions made by Members and officers

- a) Reduce meetings (A9)
- b) Improve time management; drop processes (A9)
- c) Prioritise (A7)
- d) Prioritise staff (A9)
- e) Better use of ICT – eg interactive web site – Workstream G
- f) Reduce Member meetings – enable Democratic services to undertake a new role of Member Services focal point for all their enquiries – as Contact Centre does for the public (A9)
- g) Cannot avoid shared services – need to start planning now how services will be provided in 3-5 years time – particularly in the context of the White Paper. (not in scope of project)

- h) We need to strengthen our approach to procurement – needs higher profile/clout. Need comprehensive list of contracts and renewals.(not in scope of project)
- i) Proceed as soon as possible with the implementation of the joint development agency for the growth areas (in Growth Areas project)
- j) Develop a strategy database which includes the corporate actions arising from all corporate strategies etc – eg Community strategy; service strategies; LAA etc – put onto new PIMMS (this is planned as part of PIMMS replacement)
- k) Need to strengthen capacity at Corporate core – eg Community Planning Officer; Policy and Performance Co-ordinator; Scrutiny Officer; Equalities/Community Engagement role (A7)
- l) Discuss with AC as soon as possible the breadth of issues they want us to address (in progress)
- m) Don't neglect risk management and internal controls (Workstream G)**

WORKSTREAM B: Council Vision and Cultural Change

Objectives: *To enable the Council to generate a clear vision and as to how it wants to work and to embed that vision in the culture, structures and working relationships within the Council*

To improve performance management through new systems and culture

Team: Dale Robinson, Cllr Stewart, Susan Gardner-Graig, Someone from either North Lincs, Kettering (David Cooke) IdeA or Peer from Watford, Sally Smart, Staff Champion (volunteer)

Administration Support: Project management - Geoff Bridgeman; admin support requirements to be assessed.

External Assistance: IDEa , Consultants in facilitation of workshops etc

Budget requirements: Room hire, consultation documents etc, facilitators' external help

	Area of Activity	Lead	Links to suggestions	Start	Finish	Objectives/Outturns	Links to other Workstreams
For completion by October 2007							
B1	Devise and implement inclusive programme to create and agree Council Vision; (Long Term timeframe) Whole Council, Partners and links to community strategy (using evidence base) Use Analysis and Assessment of current evidence on new external environment, current Culture and obstacles to change within SCDC. I.e. Existing Cultural web; Review and build on OCCA survey; Force field analysis and that vision/culture aspired to.	Cllr Manning DSR	a	May 2007	End of July 2007 (Possibly excluding formal approval process)	A Council future vision which commands support from Members and officers	<ul style="list-style-type: none"> • Political Priorities and decision making (links to the Community Strategy) and to B2 and B3 • Community Focus and Partnerships • Communications

	Area of Activity	Lead	Links to suggestions	Start	Finish	Objectives/Outturns	Links to other Workstreams
B2	Devise and implement inclusive programme to create and agree Council values. Staff and Members (using evidence base)	Cllr Stewart DSR	h,j,u,y	May 2007	End of July 2007 (Possibly excluding formal approval process)	Council values which command support from Members and officers	<ul style="list-style-type: none"> • Communications • Standards, Equalities and Diversity (Member Contract, Member development, diversity) • Political Priorities and decision making (eg approval of political priorities, Corporate Strategy)
B3	Devise and agree new Council Objectives with an Annual Focus for 2008/09 and future years. (See Political Priorities and Decision Making workstream – E3)						
B4	Identification of Critical success factors in achieving those goals	Improvement Manager		Aug 2007	Aug 2007	CSFs that can be used to ensure the vision, objectives, and values are embedded.	
B5	Improve delegation within the organisation via cultural change and include new scheme of delegation	DSR		In progress	April 2007 (Officers) July 2007 (Members)	Delegations which reflect Council values of empowerment and make efficient use of officer time.	<ul style="list-style-type: none"> • Project set up and Resources • Political Priorities and Decision Making (Member delegation)
For Completion post October 2007							

	Area of Activity	Lead	Links to suggestions	Start	Finish	Objectives/Outturns	Links to other Workstreams
B6	Review corporate systems, policies, etc including those relating to customer/community engagement to ensure the programme is commensurate with new vision and values and critical success factors. (Scope to be more closely defined in PID) Customer complaints system revision	Improvement manager J Mitchell	c,d,e, g, k, ,q,r,s,w, z	Aug 2007 In progress	April 2008 April 2007	New vision and values are embedded in Council's systems and delivering improved services	<ul style="list-style-type: none"> Improvement Plan reviewed under Workstream A. Communications Standards, Equalities and Diversity Community Focus and Partnerships Process & Systems Improvement G5
B7	Implement workforce and management leadership matters included within new workforce plan to re-enforce the Vision and Values and ensure Council objectives/vision can be achieved i.e. Management Development programme, flexible working, annual service plan/budget planning approach	Various	b, f, i, m, n , x,	Various from agreement of Vision and Values Beginning in Aug 07	Dec 2008	New vision and values are embedded in the Council's leadership and management culture and approach.	<ul style="list-style-type: none"> Communications Standards, Equalities and Diversity (Member Contract and development) Political Priorities and decision making (Member championing of priorities E6) Process & Systems Improvement
B8	Agree and embed new performance management approach/style and installation of system to support approach – to include all performance management related systems such as service planning; appraisals; and monitoring.	Ian Salter DSR	l,p,t	In progress (new software procurement)	April 2008	New vision and values are embedded into performance management leading to improved customer service and service delivery	<ul style="list-style-type: none"> Political Priorities and Decision Making (ensuring performance management is linked to priorities) Process & Systems Improvement G20

Suggestions from staff and members:-

- a) Increase member awareness of pressure on staff
- b) Rewards for good ideas/exceptional performance

- c) Open door management
- d) Establish a Staff Council
- e) Members to be involved in staff briefings on change
- f) Member champion for staff matters
- g) Joint induction for staff and members
- h) Councillors to listen to staff on the ground
- i) Officer/Member relations – rebuild confidence – but slow process.
- j) Develop a “can do; will do; want to do” culture
- k) More attention to HR matters
- l) Need to consider how to involve Members more in performance management.
- m) More active and visible leadership – Cabinet members should be more visible within the district – attending local events, media interviews etc
- n) Leader and Cabinet should hold sessions for staff at least once a year to give their vision/sense of direction
- o) Possibly extend Member contract to all staff (with some differences)
- p) Develop the appraisal process – including personal commitments to actions to “live out” the corporate values
- q) Need to challenge the “sad dog” mentality among a few vocal staff.
- r) A more consistent and centralised approach to training and development.
- s) Need to open up staff to experience other councils – eg benchmarking visits; secondments; exchanges etc
- t) Strengthen appraisals – with milestones and targets for all staff so that staff can see how they are contributing to Council aims
- u) Develop a culture of internal customer care – eg staff respond to internal emails
- v) Accelerate review of delegations and allow managers delegated authority to manage
- w) Need clearer corporate approach and training on use of ICT to make better use of the systems we have – eg use of electronic diaries
- x) Improve leadership in the Council - at all levels.
- y) Need to change the culture so that managers and their teams are working ON their service rather than IN their service.
- z) Greater expectations on managers to improve their services – with support of BPRs and shared learning.

WORKSTREAM C: Communications

Objectives: *To develop and implement a Communications Strategy which supports the other workstreams and in particular to support cultural change and a substantially enhanced reputation among the public and our partners.*

Team: Steve Hampson, Susan Gardner-Craig, Kelly Quigley, Iain Green

	Area of Activity	Lead	Links to suggestions	Start	Finish	Objectives/Outturns	Links to other workstreams
For completion by October 2007							
C1	Initial communication of the project, including strapline competition and outcome.	KQ		13/3	20/3	Motivating and distinctive strapline for the project	Links to all other workstreams
C2	Communication of key stages/steps in the improvement plan – eg appointment of Improvement Manager; external funding; views of Improvement Board; acceptance by AC of Improvement Plan etc	KQ		13/3	End April 07	Understanding of progress being made; maintain general support for the project	Links to all other workstreams
C3	Working with IDeA consultant, develop a corporate communications strategy, to include:- <ul style="list-style-type: none"> • Internal Communication • Corporate briefing process • Communication with members • External communication 	KQ		20/3	May 07	Effective Communications Strategy for the Council	Links to all other workstreams
C3 (a)	Take stock of existing data and future communication requirements <ol style="list-style-type: none"> 1. White paper 2. CGI Input 3. SCDC previous work of OCCA and audit of staff briefing system 4. External communication 	SH KQ SGC IG		13/3	April 07	Communications Strategy which is well founded in needs.	Work to be incorporated in A3
C3 (b)	Consider issues of re-sourcing, capacity, training etc to support the strategy	KQ		20/3	May 07	Effectively resourced communications strategy	Links to all other workstreams

	Area of Activity	Lead	Links to suggestions	Start	Finish	Objectives/Outturns	Links to other workstreams
C4	Re-inforce corporate policy on external media engagement	KQ		17/3	June 07		Links to all other workstreams
For completion post October 2007							
C5	Continue to review and update the strategy and implementation plan as the project progresses.	KQ		Ongoing	Ongoing	Updated, relevant Strategy	Links to all other workstreams
C6	Review the strategy in the light of the Vision and Values and review of the Improvement Plan	KQ		Oct 2007	Nov 2007	Updated, relevant Strategy	Links to all other workstreams

WORKSTREAM D: Standards, Equalities and Diversity

Objectives: *To achieve a high level of Member conduct, with Members playing an active, positive role in the work of the Council and promoting the Values of the Council both in connection with their role at the Council and in their local communities.*

To ensure that the Council is addressing and reflecting the needs of all sections of the community as an employer, service provider and community leader.

Team: Catriona Dunnett, Fiona McMillan, Simon McIntosh, Holly Adams, Cllr Mrs Murfitt, representative from CRE, Charles Clay, Jill Mellors

	Area of Activity	Lead	Links to Suggestions	Start	Finish	Objectives/Outturns	Links to other workstreams
For completion by October 2007							
D1	Member Contract and Job Description (Members will receive a Member Toolkit with all keys codes and protocols relating to being a councillor in one file – rewriting Member ICT protocol & media relations along with IdeA Ethical Governance toolkit & Councillor's Guide)	Fiona McMillan	a,b	January 2007	End April 2007	Clear and positive roles for Members which contribute to Council objectives and values	<ul style="list-style-type: none"> • Communications • Council Vision and Cultural Change (new Council values B7) • Political Priorities and Decision Making (eg championing priorities E6) • Community Focus and Partnerships (role in relation to partnerships)
D2	Develop the roles of political groups in conduct through mentoring programme	Catriona Dunnett		May 2007	Dec 2007	High standards of Member conduct, with political groups playing a part.	
D3	Revised induction for Councillors	Fiona McMillan & Richard May	e	In progress	July 2007 (?)	To enable new Members to quickly become effective contributors to the objectives of the Council and existing Members to have an appropriate skills refresh	

	Area of Activity	Lead	Links to Suggestions	Start	Finish	Objectives/Outturns	Links to other workstreams
D4	Identify scope for greater emphasis on community cohesion and equalities issues in Council priorities and Community Strategy	Catriona Dunnett & Simon McIntosh		March 2007	July 07	The Council taking a lead on community cohesion and equalities through the Community Strategy	<ul style="list-style-type: none"> Political Priorities and Decision Making (development of the Community Strategy)
For completion post October 2007							
D5	Identify political responsibility for governance issues, investigating good practice models from other authorities	Catriona Dunnett and Fiona McMillan	c	Jan 08	June 08	Clear overall responsibility within the Council at officer and Member level for ensuring that issues in the CGI report do not recur.	
D6	Member training – to include:- structured training programme, standards, equalities, charring meetings and conditions requiring membership of committees etc to be subject to undertaking the relevant training.	Fiona McMillan & Richard May	e	March 07	May 08	A continuing commitment and progress towards a high level of Member skills and development.	<ul style="list-style-type: none"> Council Vision and Culture (new values) Political Priorities and Decision Making - various aspects
D7	Enhanced Member understanding of their role in a “modernised Council” - through mentoring, visits/contact with other councils; identification of role models etc	Fiona McMillan		Nov 07	Oct 2009	A better understanding of current expectations on local authorities	<ul style="list-style-type: none"> Political Priorities and Decision Making - various aspects
D8	Following appointment of additional Council officer with equalities responsibility, carry out a review of Council policies and provision for equalities – with a view to a phased implementation of a programme to achieve initially baseline standards and then improving standards. The programme to include proposals for strengthened governance of equalities; improved awareness; and partnership with BME groups.	Simon McIntosh	d,f	Nov 2007	July 2008	To achieve baseline standards on equalities and diversity and then to move forward to integrate awareness of equalities issues in the culture and systems of the council	<ul style="list-style-type: none"> Communications Workstream A – required staff to be in place
D9	Enhance opportunities for more Members and officers from BME communities	Jill Mellors		Ongoing	Ongoing	To achieve a workforce and Council membership representative of the population of the district	<ul style="list-style-type: none"> Council Values and Vision

	Area of Activity	Lead	Links to Suggestions	Start	Finish	Objectives/Outturns	Links to other workstreams
D10	Adopt a Gender Equality Strategy	Jill Mellors		Feb 08	August 2008	Meet statutory requirement. Improve Council performance through diversity.	<ul style="list-style-type: none"> • Council Values and Vision

Suggestions from staff and members:-

- a Member job description – bring to attention of candidates before election covered
- b Member/staff relations need to be clarified and channelled more formally through the democratic process – rather than informal and disruptive contacts. Covered through member contract ?
- c Give EMT a specific role in overseeing corporate governance issues – eg oversee risk management; impact assessments (equalities and sustainability); comment on reports/new policy proposals; hold quarterly “shared learning” sessions.
- d Higher profile for equalities issues within the council – eg presentations for Members and staff; training for Members; new Equalities lead officer when TW goes.
- e Minimum hours of Member training compulsory. Member Contract and Job Description to be communicated to staff - so they know the requirements on them to respond to Members etc.
- f Make the composition of the South Cambs population better communicated to managers – so that they are better aware of the profile of the workforce they should be aiming towards. Will be covered in training

WORKSTREAM E: Political Priorities and Decision Making

Objectives: *To set a clear and challenging direction for the Council for the next three years, ensuring clear links with the Community Strategy, LAA etc*

Cabinet taking the lead in championing and communicating the priorities and ensuring that they are converted into realistic resourced plans and strategies and are delivered through effective performance management.

To implement and embed robust and inclusive annual processes to enable the Council's priorities to be agreed and reviewed.

Clearer, open, transparent decision making.

Team: Greg Harlock (Lead), Councillor Manning (RMAM), Councillor Edwards (SME), Richard May (RM), Paul Swift (PS), John Garnham (JG)

Other officer leads: Gemma Webb (GW), Improvement Manager (IM)

	Area of Activity)	Lead	Links to suggestions	Start	Finish	Objectives/Outturns	Links to other workstreams
For completion by October 2007							
E1	Complete leadership training for Cabinet Members and build on "top team" development to enable Cabinet to work effectively	GH	p, q	In progress	Oct 07	Cabinet and SMT working effectively as a team to develop and deliver Council objectives	<ul style="list-style-type: none"> • Vision and Cultural Change (leadership of Vision and Values and enhanced performance management) • Standards, Equalities and Diversity (Member training and understanding of a modernised council) • Community Focus and Partnerships (improvements in strategic partnership working and LSP/LAA)
E2	Through mentoring and the provision of evidence such as Community Strategy research and consultation, enable political groups to determine political priorities for input into the Council process to determine its Objectives and priorities.	GH	a,b	In progress	May 07	All political groups having clear political priorities	

	Area of Activity)	Lead	Links to suggestions	Start	Finish	Objectives/Outturns	Links to other workstreams
E3	Devise and agree new Council Objectives with an Annual Focus for 2008/09 and future years.	Leader and GW		March 07	July 2007 (Possibly excluding formal approval process)	A new Vision, Objectives, Values and Annual Focus which have support from Members and officers	<ul style="list-style-type: none"> Vision and Cultural Change (Coordinate with Workstream B (B3))
E4	Use Council Objectives to influence the development of the Community Strategy	GW		Mar 07	Sept 07	A Community Strategy and Council Objectives which are as aligned as possible within the context of partnership working	<ul style="list-style-type: none"> Vision and Cultural Change (agree Council Vision, Values and Objectives)
For completion post October 2007							
E5	Use Council Objectives and Community Strategy to develop a Corporate Strategy with clear programmes to go into MTFS, Workforce Plan ;Growth Area strategy; and other strategies.	GH/IM		Aug 07	Nov 07	A Corporate Strategy and MTFS/Workforce Plan with clear actions to deliver the Council's Objectives and the Community Strategy	<ul style="list-style-type: none"> Vision and Cultural Change (actions to embed Vision etc)
E6	Cabinet to champion priorities – consider aligning portfolios and other aspects of decision making structures behind priorities.	RMAM/IM	n	Oct 07	April 08	Council resources, portfolios, agendas and other aspects of decision making aligned behind and contributing to Council Objectives	<ul style="list-style-type: none"> Vision and Cultural Change (actions to embed the Vision etc)
E7	Identify and develop officer support for forward planning (a forward planning group) to lead the process of developing Council programmes to deliver the priorities; and provide advice on longer term planning.	GH/IM		Jan 08	Mar 08	A forward planning group contributing to the long term and future issues affecting the Council and supporting the development and rolling forward of the Corporate Strategy	

	Area of Activity)	Lead	Links to suggestions	Start	Finish	Objectives/Outturns	Links to other workstreams
E8	Amend Council decision making processes, using best practice from other authorities, to respond to CGI report concerns by:- <ul style="list-style-type: none"> including a business planning mechanism to initiate and plan major issues going before members making decision making more transparent, open and accessible giving clearer roles to advisory groups and Scrutiny drawing up an annual budget and policy planning process, based on the stages in this project plan, to provide processes which are clear, consistent from year to year and accessible by the public and partners. 	SME/RM/JG	All relevant suggestions c – g, h – m, o,q	Aug 2007	April 2008	Decision making processes which are open, transparent, accessible and develop the role and involvement of non-executive Members	<ul style="list-style-type: none"> Standards, Diversity and Equalities (Member training, Member Contract etc)
E9	Review constitution – recognise opposition, schemes of delegation etc	RM		Ongoing	April 2008	A constitution which reflects changes in processes and values.	
E10	Move to all out elections every four years to give greater direction.	RMAM/GH		Ongoing	Affected by LG White Paper	To improve Council planning, accountability and efficiency.	

Suggestions from staff and members

- (a) Political groups to have manifestos
- (b) Groups to communicate their priorities more effectively
- (c) Cabinet, scrutiny or other meetings to review time and place of meetings to become more accessible
- (d) Reduce length of reports and meetings.
- (e) Reports to have clearer choices
- (f) Eliminate confidential meetings as much as possible
- (g) Reduce advisory groups and clarify their role in relation to Scrutiny. Reduce meetings of Council, Cabinet and scrutiny
- (h) Through mentoring etc, challenge members' reluctance to hold pre-meetings and informal meetings. This ensures that formal meetings are more focused and considered – it is common practice elsewhere.
- (i) Scrutiny – regular meetings between Leader and Chair of Scrutiny to develop trust and co-operative approach

- (j) Cabinet members to be discouraged from attending Scrutiny unless requested by the committee for a specific issue. The relevant PFH should be “in the spotlight” when issues relating to their portfolio are considered.
- (k) Main consideration of performance management reports should be at Scrutiny
- (l) Scrutiny Members should be more externally focused – seeing how other councils do scrutiny, going to Beacon events etc
- (m) Consider including external co-options onto Scrutiny to make more outward facing
- (n) Performance Management – need clear corporate lead – eg agree priority PIs; set targets to get to top quartile; adequate resources to achieve those targets; urgent corporate involvement in agreeing spec for PIMMS 2.
- (o) Indicate in minutes where Members make a decision contrary to officer recommendations.
- (p) Members (esp Cabinet) need to be trained on political leadership etc and “kept on the straight and narrow” by SMT;
- (q) Clarify decision making and delegation schemes;
- (r) Cabinet and SMT need to focus on strategy and partnerships (also relevant to Workstream F).

WORKSTREAM F: Community Focus and Partnerships

Objectives: *The Council to play an active and influential role in the LSP and the LAA process
To work with partners to develop better, focused, and more effective partnerships to deliver better services and quality of life to residents*

To increase the engagement between the Council and the community. (NB change)

Team: Cllr Ray Manning, Cllr James Hockney, Simon McIntosh, Improvement Manager, Tricia Pope, Denise Lewis, Gemma Webb

External Assistance: Sara Rodriguez-Jimenez (County), also some input expected from others

Administration Support: To be determined

	Area of Activity	Ideas below	Lead	Start	Finish	Objectives/Outturns	Links with Other Workstreams
For completion by October 2007							
F1	Improve officer support to the LSP	a)	Simon McIntosh	March 07	Mid July	Sufficient capacity to co-ordinate and support LSP and LAA work.	<ul style="list-style-type: none"> • Project set up and resourcing • Political priorities and decision making (development of Community Strategy)
F2	Review the LSP and partnership roles of Cabinet members	b)	Cllr Manning	May 07	July 07	Improved leadership of the LSP by the district council.	<ul style="list-style-type: none"> • Standards, Equality and Diversity (Member training) • Political Priorities and Decision Making (Review of Constitution)
For completion post October 2007							
F3	Improve members and senior officers understanding of partners, partnership working, obstacles and possible improvements, including the Community Strategy, LSP and LAA	d), e)	Cllr Hockney/ Simon McIntosh	Sept 07	July 08	Enhanced understanding of and commitment to strategic partnership working within the Council.	<ul style="list-style-type: none"> • Standards, Equality and Diversity (Member training and understanding of role in modernised Council) • Political Priorities and Decision Making (development of Community Strategy)
F4	With LSP partners to review the		Gemma	Aug 07	Dec 07	Better fit between the theme	<ul style="list-style-type: none"> • Political Priorities and Decision

	Area of Activity	Ideas below	Lead	Start	Finish	Objectives/Outturns	Links with Other Workstreams
	structure of LSP and theme groups to reflect objectives in the Community Strategy and LAA, and whether it is 'White Paper ready'.		Webb/Tricia Pope			groups and the Community Strategy and better links between the groups and the LSP in delivering the LAA	Making (development of Community Strategy and review of Council decision making processes)
F5	Review and improve briefing and reporting back arrangements when members/officers attend partnership meetings	j)	Cllr Hockney/ Gemma Webb	Jan 08	July 08		<ul style="list-style-type: none"> Political Priorities and Decision Making (reviewing decision making processes)
F6	Review and strengthen Council involvement in the LAA – in response to White Paper	c)	Cllr Manning/ Denise Lewis	Aug 07	April 08	The Council recognised as playing a significant part in the development and delivery of the LAA	<ul style="list-style-type: none"> Council Vision and Cultural Change (Improvements to Performance Management) Standards, Equality and Diversity (Enhanced understanding of roles of Councillors in modernised council) Political Priorities and Decision Making (More open and accessible budget process)
F7	Carry out a review of all partnerships to identify those which are most important to our priorities; work towards partnership agreements setting out objectives and respective contributions		Tricia Pope	Jan 08	Oct 08	Clearer, stronger partnerships delivering improved services relevant to the Council's objectives and the Community Strategy.	<ul style="list-style-type: none"> Political Priorities and Decision Making (More open and accessible budget process)
F8	Review how the Council can better work with parish councils – develop Charter		Gemma Webb	April 07	Dec 07	Improved working with parish councils to enhance the contribution that can be made to the Community Strategy engagement with partners and the public.	<ul style="list-style-type: none"> Standards, Equality and Diversity (Enhanced understanding of roles of Councillors in modernised council) Political Priorities and Decision Making (review of Scrutiny)
F9	Review how the Council can respond to broader issues of engagement and devolution in the	k)	Simon McIntosh	Jan 08	Oct 08	Enhanced working and engagement with the public; improvements in the	<ul style="list-style-type: none"> Standards, Equality and Diversity (Enhanced understanding of roles of

	Area of Activity	Ideas below	Lead	Start	Finish	Objectives/Outturns	Links with Other Workstreams
	White and provide a clearer purpose and support for back bench Members in representing their local communities.					proportion of the public satisfied with means of participating in decision making.	Councillors in modernised council) <ul style="list-style-type: none"> Standards, Equality and Diversity (Identify scope for greater emphasis on community cohesion and equalities issues in Council priorities and Community Strategy) Political Priorities and Decision Making (improved decision making processes and more accessible budget process)

Suggestions from staff and members which are incorporated into above:-

- a) More officer resources for partnership work in view of benefits/importance
- b) Cabinet member for partnerships
- c) Role for scrutiny in developing partnerships
- d) See how other LSP's work
- e) Raise profile of partnership work
- j) A monthly bulletin from Leader/Chief Exec to all key partners
- k) Cabinet/Scrutiny and Planning committees to meet in different venues around the district

Suggestions from staff and members, which are not incorporated:

- f) Review consultation strategy – setting out plans for surveys etc in the year ahead. Increase budget so that consultation can be done properly. – Very desirable development; will review in the light of resources made available.
- g) Experiment with live Q& A sessions with the Leader on the website
- h) Have slot on Cabinet agenda to feedback on surveys or other consultation, views from parishes etc -same as (f) above
- l) The outcomes of all public consultation exercises should be on website or in South Cambs magazine - same as (f) above

WORKSTREAM G: Process and Systems Improvement

Objectives: *To implement process improvements in such a way as to maximise performance and customer service, while meeting financial targets.*

Team: S Rayment, A McCaughtrie, I Salter, D Newbigging

	Area of Activity	Lead	Link to suggestions	Start	Finish	Objectives	Links to Other Workstreams
For completion by October 2007							
G1	BPR Finance	D Newbigging	d,e (for all BPRs)	May 2007	Sept 2007	See workstream objective	All BPRs affected by Council Vision and Cultural Change Workstream – particularly development and embedding of vision
G2	BPR Development Control	A McCaughtrie		In Progress	Sept 2007	See workstream objective	
G3	BPR Building Control	A McCaughtrie		July 2007	Sep 2007	See workstream objective	
G4	BPR Revenues	D Newbigging		In Progress	May 2007	See workstream objective	
G5	BPR Conservation	A McCaughtrie		July 2007	Sept 2007	See workstream objective	
G6	BPR Land Charges	D Newbigging		March 2007	May 2007	See workstream objective	
G7	BPR Environmental Services	D Newbigging		July 2007	Sep 2007	See workstream objective	
G8	Reception	G Bridgeman		March 2007	May 2007	See workstream objective	
G9	BPR HR/Payroll MI (21/61)	D Newbigging		Aug 2007	Nov 2007	See workstream objective	
G10	MI ICT Systems/ Customer Views (26/81)	J Mitchell		July 2007	Sep 2007	See workstream objective	
For completion post October 2007							
G11	BPR Housing Voids	B O'Halloran		In Progress	June2008	See workstream objective	
G12	BPR DLO	B O'Halloran		In Progress	Apr 2008	See workstream objective	
G13	Contact Centre Management (20/59)	S Rayment	a,b,c	In Progress	Ongoing/Oct 2007	See workstream objective	
G14	Website Interactivity (21/61)	S Rayment		Ongoing	Mar 2008	See workstream objective	
G15	CRM (22/66)	S Rayment		In Progress	Mar 2008		
G15	Corp and Service Planning Process - See Workstream B (B6 + B8)						
G17	Financial/Performance Reporting - See Workstream B (B6 + B8)						
G18	Project Management (details to be added)						

Suggestions from staff and members:-

- (a) All Members to visit the Contact Centre (G11)
- (b) Complete the CRM (G14)
- (c) Improve Contact Centre/service service through improved training and emphasis on returning calls (G11)
- (d) Communicate purpose and methodology of the BPRs to staff.
- (e) BPRs – need more support from the top and to be extended throughout the Council.

RISK LOG

PROJECT NAME: CGI Improvement Plan

Version No: 1

Date Issued: 18th March 2007

Risk No	Risk Description	Probability H/M/L	Impact H / M / L	Owner	Countermeasures	Action Date	Status (Open/Closed)
01	Project does not achieve objectives because other initiatives distract focus	H	H	GJH	Effective project management	Continuing	Open
02	Community Strategy not approved by September/October	M	H	SMc	Effective project plan; focus on this key part of critical path	Up to Sept 07	Open
03	Lack of progress because lack of officer time	H	H	GJH	Effective use of the Resources available to the project and prioritise the Improvement Plan	Continuing	Open
04	Vision does not take hold because of resistance to change.	M	H	DR	Effective communication and change management techniques	At least up to end of 2007	Open
05	Audit Commission does not approve Improvement Plan	L	H	GJH	Work with relationship manager in production of Improvement Plan	Up to end April 2007	Open
06	Unsuccessful review of progress by Audit Commission in Autumn 2007	M	H	Improve ment Manager	Effective management of improvement plan	Up to Oct 07	Open
07							
08							
09							
10							

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ISSUE LOG**PROJECT NAME:****Version No: 1****Date Issued: 18th March 2007**

Issue No		Description	Date Identified	Author	Resolution	Last Updated	Status (Open/Closed)
01							
02							
03							
04							
05							
06							
07							
08							
09							

10.