

South Cambridgeshire District Council: Improvement Plan

Background

1. In February 2007 the Audit Commission published the findings of its Corporate Governance Inspection, which found that the Council did not meet minimum standards in three out of four key aspects of corporate governance. This improvement plan sets out how the Council will respond to the challenges presented by the CGI report and how it is embarking on a comprehensive improvement journey that not only addresses the concerns identified in the report but the wider improvement objectives of the Council.

Our Commitment to Change

2. The Council recognises the need to change. The Leader of the Council has stated: “No change is not an option”. The Council will adopt a vigorous approach to changing processes, performance and conduct to achieve a more effective focus on providing services which meet the needs of the district and on delivering the aims of the Community Strategy.
3. For change to be successful, it must be led and sustained by Members. For this reason the key mechanism for delivering this plan, the eight workstreams in the project plan, will be championed by Cabinet Members. Scrutiny and Overview Committee will have an important role in ensuring that progress is maintained. Our aim is to enable all Members to play an active, positive role in the work of the Council.
4. The Council fully supports this Improvement Plan and calls upon all Members, employees and partners to work together to implement the plan in order to achieve continuing improvements in services and tackle the major challenges facing the district.

Context

5. South Cambridgeshire District Council and its partners face a range of challenges over the next decade. First and foremost is the development of the new town of Northstowe together with the major new settlements around Cambridge. South Cambridgeshire in ten years time will be a very different place, with an expanded population and increased pressure on our environment and infrastructure. Our current pattern of village based service provision will need to be adapted to a different, more urban, model for the major new developments and close working will be required with Cambridge City Council for areas around Cambridge.

6. Many other national, local and regional issues face the Council and the LSP, including climate change, access to services in a dispersed and rural area; community cohesion; the needs of a growing elderly population; balancing the needs of the growth areas with those of existing villages; and generally maintaining and improving quality of life and health for all in a time of continuing pressure and change.
7. The Council will need to respond to the continuing improvement agenda and “place shaping” role as set out in the recent White Paper and the Local Government and Involvement in Health Bill – focusing in particular on developing effective strategic partnerships, engagement with the public and continuously improving services.

First Steps

8. In order to ensure that improvement is deliverable and sustainable a number of building blocks need to be put in place and this work is well underway. The Council has accepted the findings of the CGI report and changed the way it works to focus on improvement. It has enlisted the support of partners and has set up an Improvement Board to oversee the process. A project team has been established to draw up and manage the improvement plan (See Appendix)

Leadership: Strong political leadership, focused on the needs of the community and a culture of mutual respect

9. In order to deliver its improvement objectives the Council will need to have strong political leadership and pro-active decision making and it will need to demonstrate that it can act corporately and collectively to face issues that affect the whole district. Progress is already being made in this area and the strong leadership model has been adopted by the Cabinet to ensure that tough decisions can be followed through. Cabinet has re-opened the debate on whether to transfer the Council’s housing stock to a housing association. The Council has entered into a new partnership with Cambridge City Council, Cambridgeshire County Council and Cambridgeshire Horizons to deliver joint planning arrangements.
10. As well as this, Members recognise that they need to be fully equipped for their roles and responsibilities. To this end, 10 places have been allocated (and in a number of cases already taken up) on the IDeA Leadership Academy course, this will enable all Cabinet members, the main opposition leader, and chairs of Scrutiny and Planning to benefit from training. A programme of mentoring is in place to enable members and groups to work more effectively and “top team” development is being provided by the IDeA. There is also a need for strong political leadership to deal with poor Member behaviour and to instill a culture of mutual respect and constructive engagement between staff and Members. Improved Member Induction and an enhanced programme of member training and development are currently being progressed with support from the IDeA. The Council does take equalities seriously and will demonstrate this more forcibly by ensuring the necessary frameworks and training are in place. In order to deliver this improved leadership the Council will: -

- Consider whether to support the transfer of the housing stock to a housing association by the end of 2007.
- Pro-actively engage in the joint planning arrangements to deliver the growth agenda
- Adopt a Member Contract and Job Description by June 2007
- Carry out an audit of equalities by September 2007
- Achieve Level 1 of the Equality Standard for Local Government by December 2007

Prioritisation: Clear and effective decision making, ensuring the Council delivers the priorities of the local community

11. The Council already has a service planning system in place but this needs to be more effective in driving and delivering political priorities. A new set of corporate objectives and values will be agreed in the summer of 2007, reflecting the needs of the local community and setting out a clear direction for the Council. These objectives will link through a comprehensive and strategic service planning framework to individual accountabilities. This approach will ensure that each cycle of strategic planning is linked to the Council's political and budgetary priorities and will enable transparent and consistent decision making through all levels of the organisation. Most importantly it will ensure that resources are focused on the key priorities of the Council as set out in the corporate objectives. Improved prioritisation will be introduced through: -

- New Corporate Objectives set by the Council in summer 2007
- Comprehensive service planning framework adopted by Summer 2007
- Service plans for 2008/9 being in place by October 2007

Performance Management: Members and officers working together with a clear focus to deliver improved services to local people

12. Robust strategic planning will provide the platform for the Council to focus on its priorities but this needs to be integrated with the performance management system to ensure the agreed outcomes are delivered. Each service plan will set clear improvement targets taking account of customer's views. The Council is already using business process re-engineering to deliver efficiency savings and the service plans will build on this approach to deliver improved performance. A culture of performance management, with Members and officers focusing on improved service outcomes, will be embedded in the Council by: -

- Performance reports reviewed quarterly by management team, Portfolio Holders, Cabinet and the Scrutiny and Overview Committee to identify areas of under performance and put in place actions to address them.
- The introduction of electronic performance management linked to the new service planning framework by the end of 2007.
- Setting clear performance targets for 2007/08 to improve Direction of Travel indicators and to improve performance in relation to the new objectives to be adopted by the Council.

Capacity: Building capacity across the Council to ensure that improvement is delivered and sustained

13. Capacity building is the foundation for the Council's ambitious improvement programme. A revised Workforce Plan has already been adopted and targeted resources put in place to address requirements facing the Council over the next five years. The Council has also allocated £425,000 to the enhancement of capacity to address weaknesses identified by the CGI (including £125,000 from the Transformation Project). The Council has appointed an Improvement Manager, on a one-year secondment, and has worked with IDeA and Building Capacity East to identify ways to enhance capacity. The impact of Council tax capping and the pressures of increased population growth mean that long term planning is essential if the Council is to achieve its objectives. The Council has recognised that it needs to build capacity by engaging with staff to deliver its corporate objectives and it will do this by:
- Communicating the new corporate objectives through a series of road shows for staff by September 2007
 - Improving the involvement of staff in the development of service plans and target setting
 - Achieving Investors in People accreditation for the whole Council in 2009
 - Working closely with Cambridgeshire Horizons, Cambridge City and Cambridgeshire County Councils to attract additional Communities & Local Government funding to support planning for growth.
 - Continuing to work with IDeA, Building Capacity East and other external agencies to develop capacity.

Partnership: Proactive partnership working, delivering services meeting the needs of local people

14. Effective partnership working through the Local Strategic Partnership will increase capacity and deliver better outcomes for local people. The Council is determined to improve its relationship with partners and has set up regular meetings with parish representatives and agreed a dedicated resource to support the LSP. The new Sustainable Community Strategy is being developed and will provide the link between the Council's own objectives and the new Cambridgeshire Local Area Agreement in 2008. The Council has approved the establishment of a new post to support the LSP and strategic partnership work and has begun to link the LAA with its service planning process. The increased role of the LSP will ensure that the Council develops a community focus and engages with local citizens to shape their community. The roles of Members and officers when involved in partnerships will be clarified. The Council will demonstrate its commitment to improved partnership working by: -
- Working with partners to agree the new Sustainable Community Strategy priorities by the Autumn of 2007
 - Develop the Local Area Agreement with partners to ensure that the benefits of Local Public Service Agreement Reward grant are invested strategically to meet the needs of the local community
 - Actively supporting the LSP and other key partnerships

Communication: building a positive image of the Council in the local community and clear communication with our staff

15. The Council recognises that it needs to build a positive image in the community and has taken steps to do this by initiating regular meetings with local media. As well as this the Council needs to improve internal communication with staff. The benefits of Customer Relationship Management have not yet been maximised and the drive to improve customer care needs to continue in earnest. Improved communication will be achieved by: -
- Developing a comprehensive Corporate Communication Strategy by summer 2007
 - Developing and adopting a corporate Customer Service strategy by summer 2007, based upon the existing Service First corporate customer service project

Political Structures: robust political structures, enabling effective decision making throughout the Council

16. The Council has already embarked on the process of modernising political structures. It has reduced the number of Council meetings and is reviewing the effectiveness of Advisory Groups. A dedicated officer is being appointed to support the scrutiny process and it is intended that an enhanced role for scrutiny will provide effective challenge to the executive as well as assisting in the development of policy. These improvements will ensure that: -
- There is a clear role for scrutiny which adds value to the Council's policy development and decision making role
 - Effective and transparent forward planning is in place for all key decision-making meetings (Cabinet, LSP, Senior Management Team, Scrutiny and Overview etc)

Delivering the Improvement Programme – Project Plan

17. The attached Project Plan sets out how the Council will deliver its Improvement Journey. It is a detailed plan using a robust project management methodology to ensure that actions are implemented and milestones achieved within the limited resources available to the Council.
18. It is envisaged that the Plan will be delivered in at least two phases:-

By October 2007 - Prioritisation, Capacity and Leadership. The focus for the first stage of the plan will be in setting a clear direction for the Council, developing capacity and enhancing the contribution and role of Members. More specifically the aims will be:-

- The adoption of Council Objectives, vision and values and (with LSP partners) the development of a new Sustainable Community Strategy. Steps will be taken to implement the Council's objectives and the Community Strategy through the development of improved service planning.
- The development of resources and capacity to tackle the Improvement Plan - for example through the appointment of an Improvement Manager (now appointed), the completion of the management re-structuring; the maximization of external resources and adoption of a Communications Strategy.
- The development of Member and political group capacity through the adoption of a Member Contract and job description; Member mentoring; and training.
- An audit of equalities and the adoption of a Customer Service Strategy.
- Active progress being made towards establishing joint working arrangements for the growth areas.
- An agreed programme to review the future ownership and management of the Council's housing stock.

Phase 2 and subsequent phases. Future work beyond Phase 1 is set out in less detail in the project plan. These later phases will address **Performance Management, Partnership and Decision Making Structures**. It is envisaged that the Project Plan will be revisited in the autumn in order to set out the future phases in more detail and to make the necessary changes in the light of the objectives and values adopted by the Council and the new Community Strategy. It will also be possible to take advantage of emerging guidance on the White Paper and, possibly, the results of the Audit Commission's autumn inspection. The second phase will start after October 2007– thereby ensuring that the work is effectively lined up behind the Council's vision and values and is adequately resourced.

19. The Improvement Plan will be delivered 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.

Adopted by Council, 26th April 2006

IMPROVEMENT PROJECT PLAN

1. PROJECT INITIATION

Project Objectives

1.1 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 CAA 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

Scope

1.2 The project will be divided into the following workstreams.

- | | |
|---|---|
| A | Project Set up, Management and Resourcing |
| B | Population and Housing Growth |
| C | Communications |

- D Standards, Equalities and Diversity
- E Prioritisation, Vision and Decision Making
- F Community Focus and Partnerships
- G Systems and Process Improvements
- H The Future Affordable Housing Stock Options

- 1.3 The attached project plan and objectives for each workstream defines the scope of the project.
- 1.4 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
- 1.5 The project will subsume the Transformation Project. It is intended that links between this project and any other Council change processes are kept under review to ensure appropriate co-ordination.

Project Team and Roles

- 1.6 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 Coordinator	Paul Swift

Member Workstream Champions (for each workstream) To be appointed after elections

* Project Management to be undertaken by Dale Robinson and Paul Swift until the Improvement Manager, Cecilia Tredget, takes up her post on a full time basis in May

- 1.7 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 H
Greg Harlock	Chief Executive	Project Leader and Leader Workstream E
Gareth Jones	Corporate Manager	Leader, Workstream B
Richard May	Democratic Services Manager	Business Support and support to workstreams
Simon McIntosh	Corporate Manager	Leader, Workstream F
Dale Robinson	Corporate Manager	Leader, Workstream C
Paul Swift	Policy and Review Manager	Project coordinator, support to project manager and various workstreams
Cecilia Tredget	Improvement Manager	Project Manager

1.8 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.

1.9 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

1.10 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. The project team will also report to the Scrutiny and Overview Committee, as requested by the committee.

Project Timescale

1.11 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:-

30th April 2007	Deadline for submission of Improvement Plan to the Audit Commission
September 2007	First major review of progress, with reports to the Improvement Board, Cabinet, Scrutiny and Overview 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

1.12 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

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

Resources

- 1.14 The following resources are available to the project.
- 1.15 **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
	£125,000	From Transformation Project to strengthen senior management capacity
2008/09 onwards:	£300,000	Employment costs for new posts
	£125,000	From Transformation Project

- 1.16 **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.
- 1.17 The most significant resource available to the project team is the time and energy of existing staff. In order to maximise that capacity:-
- 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.
 - The project plan will be phased and realistic.
 - External support will be utilised as much as possible.
 - Involvement in the project will be spread to as many officers as possible in order to spread the load and achieve wider engagement
 - The requirements of the project will be taken into account in service plans and appraisals
 - Opportunities to reduce meetings and other pressures on senior officer time will be reviewed.
- 1.18 Nevertheless, pressure on staff time remains as one of the key risk factors in the delivery of the Improvement Plan.

- 1.19 **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

- 1.20 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

- 1.21 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

2. DOCUMENTS MAKING UP THE PROJECT PLAN

- a) Top Level Project Plan (attached)
- b) Risk Log (template attached)
- c) Issues Log (template attached)
- d) Stakeholder Analysis (to be completed)

- e) Project Initiation Documents (PIDs) for all Workstream areas of activity
- f) Templates for Project Management process

3. TOP LEVEL PROJECT PLAN

3.1 The following pages set out a top level project plan for the 8 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.
- **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

V 1.0 (30/3/07)

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

Actions So Far:-

- Project Team established and plan drafted. Project management arrangements largely in place.
- Improvement Board established and meetings held on 29th March and 24th April 2007
- Gained IDeA/BCE support for Improvement Manager post, Leadership Academy places, mentoring, top team development and communications support.
- Appointed Improvement Manager
- Released capacity through reduction in Council meetings.

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For Completion by October 2007						
A2	Complete PIDs for pre-October areas of activity and reassess timing and resource requirements of the project	Paul Swift Geoff Bridgeman Dale Robinson	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.	Paul Swift Geoff Bridgeman	Feb 07	April 07	Support and input of AC	Supports all workstreams
A4	Develop common information base for use by workstreams	Paul Swift Geoff Bridgeman	April 2007	April 2007	Common data; efficiency; support for workstreams	Supports all workstreams
A5	Provision and financing of Administrative back up	Geoff Bridgeman	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	Greg Harlock + Corporate Managers	Sept 06	Sept 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	Greg Harlock + Corporate Managers	Mar 07	Oct 07	Provide Council with capacity in key areas to address CGI findings	Supports all workstreams
A9	Identify, maximise and direct resources from external agencies.	Paul Swift	Feb 07	July 07	Maximise resources from external agencies and effective use.	Supports all workstreams

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
A10	Maximise capacity by reviewing options to free up officer time (including options suggested at member workshops)	Leader/Greg Harlock	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	Cecilia Tredget Paul Swift	Sept 07	Sept 07	To ensure that any major problem areas are addressed before AC re-inspection	Supports all workstreams
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					
A14	Review Government guidance following enactment of the Local Government and Health Bill and decide how to be addressed by workstreams					

WORKSTREAM B: Population and housing growth

Objectives: *To ensure that the Council is able to respond positively to the challenges of planned population and housing growth in South Cambridgeshire.*

Actions so far – a range of actions, including:-

- Development of joint delivery arrangements with partners
- Development of LDF
- Approved appointment of Corporate Growth Areas Project Manager to provide project management capacity.

#	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For Completion by October 2007						
1	Project management and capacity					
	Ensure robust corporate project management arrangements in place	Steve Hampson	Feb 07	Draft June 07	A corporate project plan in place that identifies requirements, dependencies and risks	
	2007/08 new corporate funded growth related posts in place and recruited to.	Steve Hampson		Sept 07	EHO, Corp Growth project manager	
2	New joint planning arrangements					
	New Development Control Committees established in May with training before first meeting in September	Jane Green	May 07		Powers delegated Members selected Protocol for DC Forum agreed	
	Additional CLG funding secured and new posts created	Steve Hampson		Sept 07	SCDC allocation agreed and posts established with under spends monitored	
	Joint Strategic Growth implementation Committee meetings established and members briefed	Steve Hampson	Apr 07		SCDC members playing full and active role in JSGIC	
3	Local Development Framework					
	<i>Inspectors report on DC Policies DPD and Northstowe AAP</i>	Keith Miles		May 07	Adoption of a new Local Development Framework and associated DPD's and AAP's to use to shape the development of South Cambridgeshire until 2016	
	<i>Adopt above</i>	Keith Miles		June 07		
	<i>Cambridge Southern Fringe AAP Examination</i>	Keith Miles		June 07		

#	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
	<i>Cambridge East AAP Examination</i>	Keith Miles		July 07		
	<i>Site specific policies DPD pre-examination meeting</i>	Keith Miles	July 07			
	<i>Core Strategy legal challenge initial High Court hearing</i>	Keith Miles	Summer 07?			
	<i>GTDPD issues and Options 2 Consultation</i>	Keith Miles	Sept 07	Oct 07		
	<i>NW Cambridge AAP preferred options consultation</i>	Keith Miles	Oct 07	Dec 07		
4	Contribution to joint delivery arrangements					
	Analyse corporate contribution to Cambs Horizons meetings	Steve Hampson		May 07	To ensure best use of limited staffing resources and ensuring that right staff attend appropriate meetings	
5	S106 contributions					
	Clear corporate mechanisms for assessing community needs and negotiating best agreement to meet requirements (officer and Member involvement)	CD			Complete review of current arrangements	
6	Communications					
	Ensure communication of the growth agenda between officers, members and the public				Understanding of the pressures and timing of the projects	
For completion after October 2007						
	Action Plan to be developed.					

WORKSTREAM C: Communications

V 1.0 (30/3/07)

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.*

Actions so far:-

- Effective communication of CGI report
- Communication of initial steps in the project development
- Involvement of members and officers in developing project plan
- Steps taken to build bridges with local media

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For completion by October 2007						
C1	Initial communication of the project, including strapline competition and outcome.	Kelly Quigley	13/3	End of April 07	Motivating and distinctive strapline for the project	Links to all other workstreams
C2a	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	Kelly Quigley	13/3	End May 07 (Ongoing messages from Board)	Understanding of progress being made; maintain general support for the project	Links to all other workstreams
C2b	Mechanisms to deliver consistent communication of all Improvement Programme work	Kelly Quigley	In Progress	December 2007	Consistent message, feedback to project group and improve level of understanding	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 	Kelly Quigley	20/3	Begin June 07 (Member sign off end of June 07)	Effective Communications Strategy for the Council	Links to all other workstreams

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
C3 (a)	Take stock of existing data and future communication requirements 1. White paper 2. CGI Input 3. SCDC previous work of OCCA and audit of staff briefing system 4. External communication	Kelly Quigley, Susan Gardner Craig, Iain Green	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	Kelly Quigley	20/3	End of May 07	Effectively resourced communications strategy	Links to all other workstreams
C4	Re-inforce corporate policy on external media engagement	Kelly Quigley	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.					
C6	Review the strategy in the light of the Vision and Values and review of the Improvement Plan					

WORKSTREAM D: Standards, Equalities and Diversity

V 1.0 (30/3/07)

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.

Actions so far:-

- Firm action taken by Council to address cases of inappropriate Member behaviour
- Member mentoring
- Approval of appointment of Equalities Officer
- Whistleblowing arrangements for reporting poor conduct revised and strengthened (and publicized)
- New Code of Conduct adopted

	Area of Activity	Lead	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	January 2007	June 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)
D3	Revised induction for Councillors	Fiona McMillan & Richard May	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	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)
D11	Appoint Equalities Co-ordinator	Simon McIntosh	In progress	July 07	Capacity to deliver the Council's equalities aims	
D12	Complete equalities audit	Cecilia Tredget	August 07	Sept 07	Clear position statement on the Council's equalities provision	
For completion post October 2007						
D2	Develop the roles of political groups in conduct through mentoring programme					
D5	Identify political responsibility for governance issues, investigating good practice models from other authorities					
D6	Member training – to include:- Member Development programme, standards, equalities, chairing meetings and conditions requiring membership of committees etc to be subject to undertaking the relevant training.					
D7	Enhanced Member understanding of their role in a “modernised Council” - through mentoring, visits/contact with other councils; identification of role models etc					
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.					
D9	Enhance opportunities for more Members and officers from BME communities					
D10	Adopt a Gender Equality Strategy					
D13	Achieve Level 1 of the Equalities Standard by December 2007					

WORKSTREAM E: Prioritisation, Vision and Decision Making

V 1.0 (30/3/07)

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

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

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.

Actions so far:-

- Council has adopted strong leadership model (ie the ability of the leader to appoint the Cabinet and allocate executive functions)
- Council meetings now only receive recommendations for adoption; other measures to improve efficiency and effectiveness of full Council meetings.
- Audit Panel reconstituted as a committee reporting direct to Council
- Arrangements for portfolio holder meetings reviewed – stronger links to forward planning and attendance of Scrutiny monitors and opposition spokespersons
- A revised Workforce Plan adopted.
- The holding of leaders' meetings (informal cabinet)
- Recognition of the political opposition
- Revised scheme of delegations prepared.

	Area of Activity)	Lead	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	In progress	Oct 07	Cabinet and SMT working effectively as a team to develop and deliver Council objectives	<ul style="list-style-type: none"> • Standards, Equalities and Diversity (Member training and understanding of a modernised council) • Community Focus and Partnerships (improvements in strategic partnership working and LSP/LAA)

	Area of Activity)	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
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	In progress	May 07	All political groups having clear political priorities	
E3	Devise and agree new Council Objectives with an Annual Focus for 2008/09 and future years.	Leader and GW	March 07	Aug 2007 (Possibly excluding formal approval process)	A new Vision, Objectives, Values and Annual Focus which have support from Members and officers	
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	
E8a	Appointment of Scrutiny Support officer and interim scrutiny support.		April 07	Sept 07	Effective scrutiny support in place	
E11	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)	Cllr Manning DSR	May 2007	End of Aug 2007 (Possibly excluding formal approval process)	A Council future vision which commands support from Members and officers	<ul style="list-style-type: none"> • Community Focus and Partnerships • Communications
E12	Devise and implement inclusive programme to create and agree Council values. Staff and Members (using evidence base)	Cllr Stewart DSR	May 2007	End of Aug 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)

	Area of Activity)	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
E14	Identification of Critical success factors in achieving those goals	Cecilia Tredget	Sept 2007	Sept 2007	CSFs that can be used to ensure the vision, objectives, and values are embedded.	
E15	Improve delegation within the organisation via cultural change and include new scheme of delegation	DSR	In progress	July 2007 (approval) Oct 2007 (training)	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)
E19	Establish Service Planning framework	Cecilia Tredget	July 2007	Sept 2007	Clear service plan process in place which builds upon the approved objectives	
E20	Service Plans in place (with staff involvement)	Cecilia Tredget	Sept 2007	Oct 2007	Service plans in place which deliver the Council's objectives at service level and provide base for review of MTFS and WFP	
E21	Customer Service Strategy based on the Service First Project	Steve Hampson	In progress	Sept 2007		
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.					
E6	Cabinet to champion priorities – consider aligning portfolios and other aspects of decision making structures behind priorities.					
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.					
E8 b	Amend Council decision making processes (and update constitution), 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. 					
E10	Move to all out elections every four years to give greater direction.					
E11b	Obtain an agreed culture for SCDC that facilitates organizational development and behaviour, directs efforts and provides clear framework for SCDC policies					

	Area of Activity)	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
E16	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. Revise Customer complaints system. (Scope to be more closely defined in PID)					
E17	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					
E18	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; risk management and monitoring.					
E22	Achieve Investors in People accreditation					

WORKSTREAM F: Community Focus and Partnerships

V1.0 (30/3/07)

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.

Actions so far:-

- A decision to trial evening meetings for Cabinet
- Temporary appointment to post to support LSP, LAA and Community Strategy, pending appointment to permanent post.
- Portfolio Holder putting forward proposals for Community Strategy aims to LSP

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links with Other Workstreams
For completion by October 2007						
F1	Improve officer support to the LSP	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	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					
F4	With LSP partners to review the structure of LSP and theme groups to reflect objectives in the Community Strategy and LAA, and whether it is 'White Paper ready'.					
F5	Review and improve briefing and reporting back arrangements when members/officers attend partnership meetings					
F6	Review and strengthen Council involvement in the LAA – in response to White Paper					
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					

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links with Other Workstreams
F8	Review how the Council can better work with parish councils – develop Charter					
F9	Review how the Council can respond to broader issues of engagement and devolution in the White and provide a clearer purpose and support for back bench Members in representing their local communities.					

WORKSTREAM G: Process and Systems Improvement

V 2.0 (5/4/07)

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

	Area of Activity	Lead	Start	Finish	Objectives	Links to Other Workstreams
For completion by October 2007						
G2	BPR Development Control	A McCaughtrie	In Progress	Sept 2007	See workstream objective	All BPRs affected by Council Vision and Cultural Change Workstream – particularly development and embedding of vision
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	
G10	MI ICT Systems/ Customer Views (26/81)	J Mitchell	July 2007	Sep 2007	See workstream objective	
For completion post October 2007						
G1	BPR Finance					
G9	BPR HR/Payroll MI (21/61)					
G11	BPR Housing Voids					
G12	BPR DLO					
G13	Contact Centre Management (20/59)					
G14	Website Interactivity (21/61)					
G15	CRM (22/66)					
G16	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)					
G19	BPR Housing					

V2.0 Move Finance to start in July after discussion with Adrian Burns. Addn of BPR Housing after SMT meet. Addn of BPR Land Charges (missed from original plan).

WORKSTREAM H: Future affordable housing stock options

Objectives: *To appraise options for the future delivery of the Council's affordable housing service that will enjoy tenant support and be financially viable in the longer term*

Actions so far:-

- Stock condition survey commissioned
- Report seeking approval to process approved by Cabinet

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
For Completion by October 2007						
1	Project management arrangements					
	Officer project team established and secondments agreed	DL	April 2007	May 2007	Resource requirements quantified and appointments/secondments in place	
	Joint member/tenant working group established	DL	May 2007	Sept 2007	Appointments made and first meeting held with terms of reference, meeting schedule and workplan agreed	
	Project plan agreed and resources allocated	DL	April 2007	April 2007	Non staffing resource requirements identified and allocated	
	External resources procured	DL	May 2007	June 2007	Independent Tenant Adviser etc	
2	Base data collected					
	Stock condition survey outputs	BOH		April 2007	Investment requirement agreed	
	Financial modelling results	Tribal/GT	April 2007	May 2007	Resources available agreed	
	Policy context collation	MK	May 2007	June 2007	Corporate, LSP, and central govt backdrop understood	
3	HRA Business Plan					
	3 year business plan developed and agreed	DL	April 2007	June 2007	Statement of values and aims set out, generation of programme/service levels based upon current financial projections	

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
4	Tenant consultation	TA/ITA	May 2007	Sept 2007	To enable tenants to understand the issues and identify their aspirations for future service delivery of the housing service and their views on the options that could deliver the desired service	
	Tenant consultation strategy agreed	TA	May 2007	June 2007	Mechanisms and programmed timetable for engaging with tenants eg TPG, meetings, roadshows, newsletters, etc	
5	Staff consultation					
	Staff briefing and consultation strategy agreed	DL		May 2007	Mechanisms and programmed timetable for engaging with staff eg staff forum, 121's team meetings/briefings.	
	Consultation	DL	May 2007	Oct 2007	To understand and respond to staffing issues/concerns about the future of the housing and other affected services for each of the options. To help staff to respond to queries from tenants and other stakeholders	
6	Member consultation					
	Member briefing and consultation strategy agreed	DL		May 2007	Mechanisms and programmed timetable for engaging with Members eg workshops, 121's, briefing notes.	
	Consultation	DL	May 2007	Oct 2007	To understand and respond to issues and identify aspirations for future service delivery and options to deliver desired service	
7	Other stakeholder consultation					

	Area of Activity	Lead	Start	Finish	Objectives/Outturns	Links to other workstreams
	Local strategic partnership	DL	May 2007	Sept 2007	To help partners identify and understand the impact of future stock options on the delivery of the Community Strategy and secure wider engagement/support for a preferred option.	
	LAA Board	DL	May 2007	Sept 2007	To help partners identify and understand the impact of future stock options on the delivery of the LAA and secure wider engagement/support for a preferred option	
	Parish Councils	DL	May 2007	Sept 2007	To help partners identify and understand the impact of future stock options on the delivery of the LAA and secure wider engagement/support for a preferred option	
	Voluntary/Community Groups	DL	May 2007	Sept 2007	To raise awareness and understanding of future stock options on our local communities and engagement in the evaluation of available options and support for a preferred option eg attend meetings, newsletters	
For completion after October 2007						
Housing options appraisal conclusion to Cabinet/ Council by Nov 2007						
Stock transfer / retention implementation planning						

RISK LOG TEMPLATE

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							
02							
03							

ISSUE LOG TEMPLATE

PROJECT NAME:

Version No: 1

Date Issued: 18th March 2007

Issue No		Description	Date Identified	Author	Resolution	Last Updated	Status (Open/Closed)
01							
02							