

South Cambridgeshire District Council Improvement Plan

Improvement objective	Key success criteria	Progress	Status
Leadership: strong political leadership, focused on the needs of the community and a culture of mutual respect	<ul style="list-style-type: none"> <li>Consider options for the future of the housing stock</li> </ul>	<ul style="list-style-type: none"> <li>Project initiation document and Project Plan agreed getting out clear timetable for decision by December 2007. Project officer appointed for 6 month secondment to team. Resident involvement officer also appointed.</li> </ul>	On going
	<ul style="list-style-type: none"> <li>Pro-actively engage in the joint planning arrangements to deliver the growth agenda</li> </ul>	<ul style="list-style-type: none"> <li>Joint planning arrangements in development First Joint Strategic Growth Implementation Committee in July. Membership of new development committees agreed and joint training in being developed to take place in September.</li> </ul>	On going
	<ul style="list-style-type: none"> <li>Put in place a Member contract and job description by June 2007</li> </ul>	<ul style="list-style-type: none"> <li>Adopted by Full Council 26 April 2007</li> </ul>	Complete
	<ul style="list-style-type: none"> <li>Carry out an audit of equalities by September 2007</li> </ul>	Report to Executive Management Team 2 <sup>nd</sup> July. Initial meeting of Equal Opportunities Steering Group planned for 13 <sup>th</sup> July 2007.	On going
	<ul style="list-style-type: none"> <li>Achieve level 1 of the equality standard for local government by December 2007</li> </ul>	Equality and Diversity Officer appointed subject to references.	On going
Prioritisation: clear and effective decision making, ensuring the council delivers the priorities of the local community	<ul style="list-style-type: none"> <li>New corporate objectives set by the council in Summer 2007</li> </ul>	<ul style="list-style-type: none"> <li>Corporate objectives and priorities based on community strategy consultation and political priorities agreed in draft by cabinet on 14 June 2007 and to be considered by council on 19 July</li> </ul>	On going
	<ul style="list-style-type: none"> <li>Comprehensive service planning framework adopted by Summer 2007</li> </ul>	<ul style="list-style-type: none"> <li>Report outlining framework to SMT 21<sup>st</sup> June 2007</li> </ul>	On going

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	<ul style="list-style-type: none"> <li>• Draft service plans in place for 2008/9 by October 2007</li> </ul>	Service planning workshops scheduled for August/September 2007.	On going
Performance Management: Members and officers working together with a clear focus to deliver improved services to local people	<ul style="list-style-type: none"> <li>• Performance reports reviewed quarterly by management team, portfolio holders, cabinet and scrutiny and overview committee to identify areas of under performance and put in place actions to address them</li> </ul>	<ul style="list-style-type: none"> <li>• Re-launch performance management cycle integrated with business planning cycle. Report to SMT 21<sup>st</sup> June 2007.</li> </ul>	On going
	<ul style="list-style-type: none"> <li>• Introduction of electronic performance management linked to service planning framework by end of 2007</li> </ul>	Procurement process underway. Costs in base budget.	On going
	<ul style="list-style-type: none"> <li>• Setting clear performance targets for 2007/8 to improve direction of travel indicators and to improve performance in relation to the new corporate objectives</li> </ul>	Included in performance plans and service plans for 2007/8	On going
Capacity: Building capacity across the council to ensure that improvement is delivered and sustained	<ul style="list-style-type: none"> <li>• Engaging with staff to deliver corporate objectives eg by communicating corporate objectives through road shows by September 2007</li> </ul>	<ul style="list-style-type: none"> <li>• Series of road shows planned to start in July following adoption of new corporate objectives and priorities</li> </ul>	On going
	<ul style="list-style-type: none"> <li>• Improving the involvement of staff in the development of service plans and target setting</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops for staff scheduled August and September 2007</li> </ul>	On going
	<ul style="list-style-type: none"> <li>• Addressing areas where management and staff capacity is holding back the Council by making resources available for key posts and staff/management development</li> </ul>	<ul style="list-style-type: none"> <li>• £425k allocated by council for CGI improvement project. Proposals for the use of the additional resources being developed and posts recruited to</li> </ul>	On going
	<ul style="list-style-type: none"> <li>• Achieving Investors in People accreditation for the whole council in 2009</li> </ul>		Not commenced

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	<ul style="list-style-type: none"> <li>Working closely with Cambs Horizons, Cambridge City and Cambs County Council to attract additional government funding to support planning for growth</li> </ul>	Additional funding forthcoming for joint planning arrangements.	On going
	<ul style="list-style-type: none"> <li>Continuing to work with IdeA, Building Capacity East and other external agencies to develop capacity</li> </ul>	<ul style="list-style-type: none"> <li>Package of external support in place including:-               <ul style="list-style-type: none"> <li>(i) member mentoring</li> <li>(ii) strategic team development centre</li> <li>(iii) leadership academy</li> </ul> </li> </ul>	On going
		<ul style="list-style-type: none"> <li>Further external support being drafted with IDeA:-               <ul style="list-style-type: none"> <li>(i) continuing member support</li> <li>(ii) executive mentoring</li> <li>(iii) member development programme</li> <li>(iv) scrutiny training and consultancy</li> <li>(v) communications support</li> <li>(vi) management development</li> <li>(vii) equalities and diversity support</li> </ul>               Further application to BCE being prepared             </li> </ul>	On going
Partnership: Proactive partnership working, delivering services meeting the needs of local people	<ul style="list-style-type: none"> <li>Working with partners to agree the new sustainable community strategy priorities by Autumn 2007</li> </ul>	<ul style="list-style-type: none"> <li>Report on draft sustainable community strategy priorities considered by cabinet 14 June 2007.</li> </ul>	On going
	<ul style="list-style-type: none"> <li>Develop the local area agreement with partners to ensure the local public service agreement reward grant are invested strategically to meet the needs of the local community</li> </ul>	<ul style="list-style-type: none"> <li>Leader of council LAA board representative</li> <li>Actively engaging in LAA reference group</li> <li>Local strategic partnership considering LPSA reward grant on the 3<sup>rd</sup> July</li> </ul>	On going

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	<ul style="list-style-type: none"> <li>Actively supporting the LSP and other key partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Strategic partnership support officer post approved and appointed</li> <li>Review of partnerships and identification of key risks underway</li> </ul>	<p>Completed</p> <p>On going</p>
<p>Communication: building a positive image of the council in the local community and clear communication with staff and partners</p>	<ul style="list-style-type: none"> <li>Developing a comprehensive corporate communication strategy by Summer 2007</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings with editor of local press.</li> <li>Draft corporate communication strategy under development</li> </ul>	<p>On going</p>
	<ul style="list-style-type: none"> <li>Developing and adopting a corporate customer service strategy by Summer 2007</li> </ul>	<ul style="list-style-type: none"> <li>Report to Cabinet 9<sup>th</sup> July.</li> </ul>	<p>On going</p>
<p>Political Structure: Adopt political structures enabling effective decision making throughout the council</p>	<ul style="list-style-type: none"> <li>There is a clear role and an effective structure for scrutiny which adds value to the council's policy development and decision making role</li> </ul>	<ul style="list-style-type: none"> <li>Policy development committee approved full council 24th May</li> <li>Scrutiny support being provided by St Edmundsbury Borough Council and IDeA</li> </ul>	<p>On going</p>
	<ul style="list-style-type: none"> <li>Effective and transparent forward planning in place for key decision making meetings (cabinet, LSP, senior management team, scrutiny and overview etc)</li> </ul>	<ul style="list-style-type: none"> <li>LSP – forward plan to 3 July meeting for approval</li> <li>EMT to consider forward planning arrangements for SMT and EMT 2<sup>nd</sup> July 2007</li> </ul>	<p>On going</p>