

APPENDIX B

Improvement Plan to address CGI Re-inspection Recommendations – January 2009

Recommendation 1: The Council must ensure recent improvements in political conduct and leadership are sustained deepened and broadened through –

- *Further improving decision making processes to ensure clear accountability, openness and transparency, with decisions based on more robust evidence*
- *Ensuring all Cllrs sign up to member undertakings*
- *More productive use of skills of non-executive councillors*
- *Improved engagement with local parish councils*

Our Plans for 2008/09 and 2009/10

Our plans to make further progress in relation to Recommendation 1 include proposals to –

Plans for 2009/10				
	Proposals	Who	When	In service plan?
A	Cabinet to develop Council Actions for 2010/11 onwards to give further strategic direction in achieving the aims of the Council, LSP and LAA	Leader/ Chief Executive	May 2009	
B	At least a further four places on the Member Leadership Academy course to broaden the base of leadership potential within the Council.	Chief Executive	Dec 09	
C	Follow up all party workshop in December in consultation with group leaders	Leader/ Chief Executive	June 09	
D	Agree arrangements for successful conclusion to mentoring programme	Chief Executive	June 09	
E	Implementation of the Member Training and Development Plan with aims to increase the relevance of the programme to Members through an annual survey of training and development needs and targets to increase the number of Members taking part in a training session and in the annual survey.	Cllr Ellington/ Democratic Services Manager	Mar 2010	✓

Plans for 2009/10				
	Proposals	Who	When	In service plan?
F	Continue to develop and improve the Scrutiny function – by: <ul style="list-style-type: none"> • training and development for scrutiny members • a structured programme to identify topics for scrutiny • initiating further task and finish groups, involving non-scrutiny members • implement scrutiny role in Councillor call for action 	Scrutiny Ch and Committee/ P&P	Continuing Jun 09 Jun 09 Mar 2010	✓
G	Conduct Equality Impact Assessments for all new plans and policies going to committee which will improve evidence base for decision making	P&P/ Corporate Managers	From Apr 09	
H	Continue to engage with Members and parish councils in relation to the ethical governance agenda to work towards reduction of instances where the Code of Conduct is found to be breached/follow up work of Chair/VC of Standards Committee (clearer targets to be developed)	Head of Legal Services		✓
I	Constitution Working Party – agree annual schedule and work programme	Democratic Services Manager	June 09	✓
J	Annual report to EMT on effectiveness of decision making structures, with recommendations for improvements and training	Democratic Services Manager	Dec 09	✓
K	Identify role for local members and parish councils in Community Engagement Strategy	Partnerships Manager	May 09	
L	Establish programme of quarterly meetings to which all parish councils will be invited to send up to two representatives (CA)	Partnerships Manager	Jun 09	✓
M	Each Cabinet Member to attend at least three parish council meetings outside their ward in the year to promote engagement with parish councils (CA)	Leader	Mar 2010	
N	An action plan is being developed to improve engagement with parish councils. This includes:- <ul style="list-style-type: none"> • consultation and adoption of Parish Charter • Establish a forum for planning services • Research best practice on parish council engagement • Consultation on budget and service plans 	Various	Various dates in 2009	

Recommendation 2: The Council must ensure the process of improvement continues to aim for profound and sustainable change in the way the Council operates through-

- *putting in place robust arrangements to plan and manage future change; this will begin with succession planning for the departure of the Improvement Manager after May 2008, but also includes longer-term capacity building at Chief Officer level;*
- *maintaining external review and support (which has been provided by the Improvement Board) at least until the end of 2008*
- *using future Audit Commission reviews of performance, such as direction of travel assessments, to assess progress on corporate governance; and*
- *ensuring that improvement at the Council is about lasting cultural change.*

Our Plans for 2009/10

We will continue to embed and develop processes started last year or previously and continue the current work described above. Key areas to develop capacity and culture will be -

Plans for 2009/10				
	Proposals	Who	When	In service plan
A	Appoint new Executive Director (May) and Corporate Manager (timing dependent on outcome of Stock Options ballot)	Chief Executive		
B	Develop programme to embed Council Values (need to be developed)	Values Champion	Apr 09	✓
C	Achieve corporate IIP accreditation and implement necessary changes	HR Manager	Mar 09	✓

Plans for 2009/10				
	Proposals	Who	When	In service plan
D	<p>Working groups have been set up to achieve changes to respond to the staff survey in the following areas:-</p> <ul style="list-style-type: none"> • Future staff survey • Staff involvement and engagement strategy • Leadership development • Flexible working practices • Appraisal review • Benefits and Rewards package • Succession planning • Communication effectiveness <p>This work is in course of development and clear action plans will be developed</p>	Staff Satisfaction Steering Group	Mar 2010	
E	Introduction of management competency framework and learning framework	HR Manager	Mar 2010	✓
F	Delivery of senior and middle management training to increase capacity	HR Manager	Ongoing	✓
G	<p>Succession planning:</p> <ul style="list-style-type: none"> • Review corporate succession planning • Planning service to develop succession planning policy 	HR Manager Planning Corporate Manager	Mar 2010	✓
H	<p>Programme to improve performance management culture – by:-</p> <ul style="list-style-type: none"> • Launch of South Cambs performance management portal • Inclusion of all service plans on Corvu and establishment of process for monitoring service plans • Establish working group to promote and develop performance management • Develop and adopt a performance management strategy • Establish performance management information boards in services across the Council <p>(Plus review programme in the light of Performance Management element of CAA Organisational Assessment)</p>	P&P Manager	<p>May 09 May 09</p> <p>Apr 09 June 09 Mar 2010</p>	✓

Plans for 2009/10				
	Proposals	Who	When	In service plan
I	Improve risk management by the implementation of the CorRisk module (Timing depends on development of new module by Corvu)	P&P Manager/ Risk Manager	See comment	✓
J	Promote customer service culture by – <ul style="list-style-type: none"> • Self Assessment with reference to Customer Service Excellence standard • Revise Customer Service Strategy • Commission training/workshops for staff • Develop plan for communications/promotion of customer service • Collection and use of NI14 data 	C&C Corporate Manager	Mar 2010	✓
K	Complete reviews of ICT (April 09) and HR (June 09) services	P&P Manager/ Business Analyst	As opposite	✓
L	Review the Improvement Plan in the light of the Direction of Travel Report	P&P Manager/	Apr 09	
M	Develop and implement a Use of Resources Action Plan to consolidate position in the new assessment framework.	Executive Director (Chief Exec in interim)		
N	Respond to Overview and Scrutiny Task and Finish Group on financial management – likely to include recommendations to bring finance and performance together in the budget process.	P&P Manager/		
O	Review future improvement needs in the light of the CAA assessment	P&P Manager/	Dec 09	

Recommendation 3: The Council must ensure that, concurrent with improvements in processes and procedures, its policies and behaviours address the needs of, and promote the well being of, all sections of its community by –

- access to policy making work, especially for those members of the community at risk of deprivation
- programmes of diversity awareness training at the Council are made relevant to local need, and include input from local residents; and
- specific policies, such as development control and enforcement, are reviewed, to ensure the Council is meeting its responsibilities under the Equality Act 2006

Our Plans for 2009/10

A new Equality and Diversity Officer has now come into post and a one-year post of Equalities Project Officer to concentrate on the programme of EQIAs is currently being recruited. In the light of this enhanced capacity a challenging new action plan has been agreed. The plans below reflect some of the high level targets of this new action plan and also relevant Council Actions and service plans.

Plans for 2009/10				
	Proposals	Who	When	In service Plan
A	Work with voluntary organisations to establish a relationship with hard and vulnerable residents (CA)	P&P	Mar 2010	✓
B	Work with other agencies to prepare and adopt a revised Gypsy and Traveller Policy (CA)	P&P	June 09	✓
C	Gypsy and Traveller DPD – public participation on preferred options and sustainability appraisal	Planning Policy	Nov 09	✓
D	Complete EQIAs for 2 high priority services for each corporate area	P&P and Corporate Managers	May09	In some – will extend to others
E	Complete all medium priority EQIAs	P&P and Corporate Managers	Apr 2010	In some – will extend to others
F	Complete EQIAs for all new policies and strategies going to Cabinet	P&P and Corporate Managers	From Apr 09	
G	Ensure inclusion of equality issues in Community Engagement Strategy	P&P	May 09	
H	Establish Equalities Consultative Forum to engage a wide range of external stakeholders	P&P	April 09	✓
I	Achieve former level 2 of equalities standard	P&P	June 09	✓

Plans for 2009/10				
	Proposals	Who	When	In service Plan
J	Revised Race Equality scheme adopted	P&P	June 09	✓
K	Gender Equality Scheme adopted	P&P	June 09	✓
I	Revised Disability Scheme adopted	P&P	Jan 2010	✓