

Improvement Plan November 2014

	Outcome	Priority		Actions to support	Completed	Owner	11th December 2014 update
1	Members all working together in the interests of the council	Medium	↑	Improved member training	31/12/14	Director of Corporate Resources	Facilitator identified. Programme to be trialled early 2015. Fully implemented 2015 member induction.
2	Removal of Value for Money governance qualification in 2014-15 value for money judgment	High	↑	Address 'toxic' councillor behaviours	31/05/14		
3		High	↑	Deliver understanding local demographics training programme	31/12/14	Customer Contact and Engagement	Presentation Council 4.12.14. First session 8.12.14. Emphasis on the benefit to councillors in being able to deliver their role effectively.
4	Standards regime as effective as it can be under current legislation	High	→	Completed	30/09/14	Standards Committee	Standards regime now in operation following training; adopted Kent Code; all outstanding cases processed.
5	Members signed up and demonstrate their commitment to a code of values and behaviours	High	↑	Leadership training	01/06/15	Director of Corporate Resources	LGA-provided leadership training for chairs, group leaders and whips, to focus on leadership of groups and managing council meetings effectively. Trialled early 2015 and fully implemented new councillors 2015.
6		High	→	Revise Code of Conduct	31/12/14	Monitoring Officer/CRWP	It is not considered this Code required revision; priority is being given to the Member; Officer protocol
7	Members are realistic in their demands and SMT firm in their response	High	↑	Visits to beacon sites to see 'what is good?'	31/12/14	Committee Services Manager	Chief Executive and Leader visited Gravesham Council 2nd December 2014.
8		High	↑	Member officer protocol reviewed and fit for purpose.	31/03/15	Monitoring Officer/CRWP	Monitoring Officer /Centre for Public Scrutiny to produce revised version for views of January Improvement Board. Draft then to Constitutional Review Working Party for recommendation to Standards Committee.
9	Stronger collaboration between SMT and Cabinet	Medium	↑	Regular meetings and shared agenda	28/02/15	Chief Executive	Regular meetings CMT/Cabinet and Directors/Portfolio Holders. Further strategic CMT/Cabinet away day planned February 2015.
10	Clear boundaries between political and managerial responsibilities	Medium	↑	Issue clear guidance and provide training for managers and members	31/03/15	Monitoring Officer	Keynote presentation by Ian Lowrie at Performance Board. Training following issue of revised Member:Officer protocol subject to approval of CRWP and Standards Committee. Review progress at February 2015 CMT/Cabinet Awayday.
11	Statutory officers are able to 'speak truth unto power'	Medium	→	Business as usual	31/03/15	Chief Executive	Check progress at weekly Cabinet/CMT meetings. No issues on live projects.
12	Revised and fit for purpose Constitution in place	High	↑	Develop programme of delegation and empowerment training based on revised Constitution.	30/06/15	Monitoring Officer	Part of a wider review of the Constitution to remove conflicting provisions. Review being commissioned externally
13	Staff, members and key external stakeholders know what the council's priorities are	Medium	↑	Clarify and communicate the council's position on major projects e.g. Dreamland, Pleasurama, Manston	31/10/14	Chief Executive and Cabinet	PR attendance at major project group meetings to ensure that regular external and internal communication of activity continues. Work now underway to create dedicated web areas. More work required on external communication.
14		Medium	↑	Clear and concise messages about our priorities and communicate to internal and external stakeholders	30/11/14	Chief Executive	CMT considering future development of the Public Relations function, following comments of the Improvement Board.
15	Resources aligned to deliver the council's priorities	Medium	↑	Refresh the Corporate Priorities	31/10/14	Cabinet and CMT	Four revised priorities now in place. Cascaded through CMT briefings.
16		Medium	→	Review workforce capacity and capability to meet four new corporate priorities	31/03/15	CMT	Corporate Resources Directorate and PR function being reviewed as a priority. Economic Development being reviewed by Head of Service. Reviews will establish if enough capacity to deliver Corporate Priorities and if the structure is fit-for-purpose
17		Medium	↑	Develop and implement workforce development strategy	30/09/15	HR Business Partner	Initial proposal approved CMT Workforce Meeting 25.11.14. Project outline agreed Portfolio Holder and to go for comments to January Improvement Board and subsequently to Cabinet.
18		Medium	↑	Ensure sufficient and suitably trained project management capacity in place	30/09/15	Director of Corporate Resources	Review by Jim Scopes (Local Partnerships) commenced 24/11/14; to present findings to CMT 16.12.14.
19		Medium	↑	Review of IT arrangements to maximise efficiency	31/03/15		
20		Medium	↑	Review the 2015-16 budget in line with agreed priorities and ensure a good fit	31/03/15	Director of Corporate Resources	Budget timetable agreed with CMT and Portfolio Holder. Budget Report at 13 Nov Cabinet reflected the four priorities.
21		Medium	↑	Rationalise asset base to generate revenue	31/03/15	Director of Community Services	LGA support commissioned and project started.
22		Medium	↑	Capital programme arrangements reviewed.	31/03/15	Director of Corporate Resources	Capital programme bids ranked against Corporate Priorities on scoring system 13 October 2014. Stage 2 bids signed off CMT 21 October 2014. Draft Capital approved by Cabinet 13 November 2014.

