

AGS significant issue	Suggested Action heading & owner	Task List
<p>The council needs to take forward the LGA's recommendations following the Peer Review to ensure that there are positive changes as part of the council's commitment to continuous improvement and to make the council a better organisation overall. An Improvement Board has subsequently been established with an independent chair, who is a former local authority Chief Executive. The Board also includes peer members; the LGA, Independent Standards Chair and Vice-Chair and TDC senior management. The first meeting of the board is in September 2014. The Board will receive updates on the Council's action plan to deliver the Peer Review.</p>	<p>Implement SMART actions from peer review action plan (Paul Cook)</p>	<ol style="list-style-type: none"> <li>1. Establish Improvement Board</li> <li>2. Agree SMART actions to deliver agreed peer review principles and identify owner of the peer review action plan;</li> <li>3. Agree reporting intervals to Improvement Board based on reasonable periods for progress in data availability;</li> <li>4. Establish system for monitoring progress against peer review action plans (InPhase).</li> </ol>
<p>Clarification is required on the council's top priorities detailing what is to be achieved and how it is going to do it, which is to be communicated to all Members, staff and stakeholders clearly and consistently.</p>	<p>Establish TDC's top priorities, and assign roles within an action plan, leading to more streamlined and focussed corporate planning (Paul Cook)</p>	<ol style="list-style-type: none"> <li>1. SMT and Cabinet review the current corporate priorities together to establish focus for the short-term</li> <li>2. Gather evidence to inform the development of a new Corporate Plan (2016-2020), including public consultation</li> <li>3. Develop and approve the new Corporate Plan (2016-2020)</li> </ol>
<p>Develop an understanding of the way leading politicians and senior officers can work together effectively, which should address ways to protect the council's reputation and improve the perception of the council with regard to trust, respect and visibility.</p>	<p>Effective Joint Working (Madeline Homer)</p>	<ol style="list-style-type: none"> <li>1. Facilitated meeting between Cabinet and SMT to define roles and expectations</li> <li>2. Review the officer-member protocol (see Risk register control measure)</li> </ol>
<p>Historically there has been a variable interpretation of the Council's flexi-time policy which has led to different approaches being taken by different managers. As a result of this, and the increased number of evening meetings in recent years, there is an ongoing issue of some officers regularly exceeding their contractual hours, with there being insufficient opportunity to recoup the additional hours through the flexi-time system; there has also been an expectation of senior managers to work outside of the flexi-time system. During 2013/14 we looked into this and made some changes as part of the staff restructure which are expected to have a positive impact on this position. We are now undertaking an audit of this position to understand the scale of any problem and to inform proposals to remedy them.</p>	<ol style="list-style-type: none"> <li>a) Establish clearer practices to reduce levels of officer attendance at meetings; (Madeline Homer)</li> <li>b) Unify application of flexi-time policy (Charlie Greenway)</li> </ol>	<ol style="list-style-type: none"> <li>1. Define expectations for reduced officer attendance at meetings;</li> <li>2. HR review of current practice and produce report appraising the main options for use of a flexi-time system;</li> <li>3. HR facilitate managers forum discussion on use of flexi-time system to inform SMT decision;</li> <li>4. SMT decision on use of flexi-time system.</li> </ol>

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Following the restructure, there are interim appointments to the statutory roles of S151 officer and Monitoring Officer. Both of the officers appointed to those roles are experienced in the duties involved and they have been secured on medium term arrangements to provide stability. Owing to the Chief Executive being operationally absent from work at present the permanent Director of Community Services is acting as Chief Executive. These senior management changes could potentially have an impact on the governance of the council but securing the postholders for the medium term will mitigate that risk. The council has ensured that the appropriate delegations of authority are in place to reflect the interim arrangements and that decisions taken are reported appropriately. The council aims to appoint permanently to these positions as soon as market conditions and the Council's standing enable an effective recruitment process to take place. The posts were advertised in July 2014 without success and the position will be reviewed in October 2014.	Ensure delegations reflect interim arrangements and that recruitment is progressed. (Steven Boyle and Madeline Homer)	1. Ensure that appropriate delegations of authority are in place to reflect the interim arrangements; 2. Appoint permanently to the positions of S151 officer and Monitoring Officer
The new staffing structure, and the anticipation of greater partnership working, brings new staff into contact with the council and its operating arrangements. An introduction process to the council should be planned for those staff that this affects.	Write an introduction to Thanet and the Council, with guide to Cecil Street & map of other main buildings (Hannah Thorpe)	1. Draft a document for introduction to the Council, the building and the area; 2. Appoint reviewer, review and publish on TOM, with hard copy print option.
The existing staff induction processes are locally delivered and as a result lack consistency. A formal council-wide approach to the induction process is required to enhance new staff understanding of the council's political and operational arrangements.	Establish better staff induction process(es) that meet requirements of the Council (Charlie Greenway)	1. Consult staff on - 'what do you think should be included in the induction process?'; 2. Report with recommendations for sustainable induction process 3. Implement new sustainable induction process
There are a number of large financial risks related to legal action in progress which although we are aware of, and have accounted properly for, remain a risk. These will be assigned to an officer to keep track of the issue as it moves through the legal process, to ensure that the level of financial risk is regularly reviewed by that officer, in consultation with appropriately qualified staff (particularly financial and legal), to ensure that the budgetary and accounting position remains as up to date and accurate as possible, and that this is regularly reported to Members as appropriate.	Provide assurance of ongoing review of levels of legal and financial risk arising from large current legal actions involving TDC (Paul Cook)	1. Give regular updates to G&A on changes in level of legal risks associated with current legal actions 2. Give regular updates to G&A on changes in level of financial risks associated with current legal actions