














Improvement Plan January 2015

	Outcome		Actions to support	Completed	Owner	4th March 2015 update
1	Members all working together in the interests of the council		Improved member training	30/09/15	Director of Corporate Resources	Facilitator identified. Telecons scheduled with group leaders and briefing meeting to take place 27 Feb. First workshop scheduled 5 March 2015; further sessions to be scheduled as part of member induction.
2	Removal of Value for Money governance qualification in 2014-15 value for money judgment		Address 'toxic' councillor behaviours	30/09/15		
3			Deliver understanding local demographics training programme	28/02/15	Customer Contact and Engagement	Presentation to Council 4 Dec 14. Workshops delivered Dec and Jan. Both sessions well attended, with positive feedback. Emphasis on the benefit to councillors in being able to deliver their role effectively. Output from workshops has informed decision of above session.
4	Standards regime as effective as it can be under current legislation		Completed	30/09/14	Standards Committee	Standards regime now in operation following training; adopted Kent Code. Two outstanding cases and one new case to be heard at 3 Feb Standards Assessment Sub-Committee. NB the new case includes five complainants raising the same issue.
5			Leadership training	30/09/15	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.
8	Members are realistic in their demands and SMT firm in their response		Visits to beacon sites to see 'what is good?'	30/06/15	Committee Services Manager	Chief Executive and Leader visited Gravesham Council 2 December 2014. Further visits to be organised after May elections.
9			Member officer protocol reviewed and fit for purpose.	30/06/15	Monitoring Officer/CRWP	Framework discussed at 9 Jan Improvement Board. Brief subsequently finalised. Revised protocol to April Improvement Board
10	Stronger collaboration between CMT and Cabinet		Regular meetings and shared agenda	Ongoing	Chief Executive	Regular meetings CMT/Cabinet and Directors/Portfolio Holders.
11	Clear boundaries between political and managerial responsibilities		Issue clear guidance and provide training for managers and members	30/06/15	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. Political Skills training for managers scheduled 10 and 18 March using LGA.
12	Statutory officers are able to 'speak truth unto power'		Statutory officers continue to fulfil their role	Ongoing	Chief Executive	Check progress at weekly Cabinet/CMT meetings. No issues on live projects.
13	Revised and fit for purpose Constitution in place		Develop programme of delegation and empowerment training based on revised Constitution.	30/09/15	Monitoring Officer	Part of a wider review of the Constitution to remove conflicting provisions. Supplier selected, review commissioned externally, due to be completed by end April.
14	Staff, members and key external stakeholders know what the council's priorities are		Clarify and communicate the council's position on major projects e.g. Dreamland, Pleasurama, Manston	31/03/15	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. Report to March Improvement Board.
15			Clear and concise messages about our priorities and communicate to internal and external stakeholders	31/03/15	Chief Executive	Interim Head of Communications appointed.
16	Resources aligned to deliver the council's priorities		Refresh the Corporate Priorities	31/10/14	Cabinet and CMT	Four revised priorities now in place. Cascaded through CMT briefings. Strategic Programme Board now structured to reflect the four priorities.
17			Review workforce capacity and capability to meet four new corporate priorities	30/06/15	CMT	Interim management arrangements made within Corporate Resources Directorate and PR function. Economic Development proposal submitted by Head of Service. Reviews will establish if enough capacity to deliver Corporate Priorities and if the structure is fit-for-purpose.
18			Develop and implement workforce development strategy	30/11/15	HR Business Partner	Initial proposal approved at CMT Workforce Meeting 25 Nov 14 and presented to January Improvement Board. Preliminary stage of understanding the organisation's strategic position nearly complete; Head of EKHR has made initial contact with the LGA with future discussions programmed in at appropriate stages of the process.
19			Ensure sufficient and suitably trained project management capacity in place	31/03/15	Director of Corporate Resources	Review by Jim Scopes (Local Partnerships) undertaken; findings presented and recommendations agreed by CMT and Heads of Service 23 Feb 15.
20			Review of IT arrangements to maximise efficiency	31/03/15		Review by Jim Scopes (Local Partnerships) undertaken; findings presented to CMT 16 Dec 14. 3-partner digitalisation strategy being developed by East Kent Services. Local digitalisation strategy and audit of current progress to CMT April 2015.
21			Review the 2015-16 budget in line with agreed priorities and ensure a good fit	31/01/15	Director of Corporate Resources	Budget timetable agreed with CMT and Portfolio Holder. Budget Report to 20 Jan Cabinet and 5 Feb Council reflects the four priorities.
22			Rationalise asset base to generate revenue	30/06/15	Director of Community Services	LGA support commissioned and project started, led by Harry Platt, productivity expert. Information sent and on-site work scheduled for April.

Improvement Plan January 2015

	Outcome		Actions to support	Completed	Owner	4th March 2015 update
23			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. Capital Programme approved by Cabinet 20 January 2015.
24	Managers able to manage		Review and update levels of delegation and empowerment	30/09/15	Monitoring Officer	Revising the scheme of delegation will be done as part of the review of the Constitution, to include removing conflicting provisions. Supplier selected, work due to be completed by end April.
25			Change the role of CMT to focus on strategic running of the business	30/09/14	Chief Executive	CMT arrangements now emphasises strategic role. Heads of Service meetings in place.
26			Programme to eliminate unnecessary bureaucracy that wastes manager resource.	31/03/15	Director of Corporate Resources	Staff proposals invited Sep 2014. Changes already made to simplify and empower managers in respect of FoI approval process and Establishment Change requests; Further suggestions submitted by managers (parking permits, train travel, expenses) as part of an ongoing programme of work. Update to be provided at next Managers' Forum.
27			Managers empowered to make decisions within approved budgets and service plans	31/03/15	Chief Executive	CMT arrangements now emphasises strategic role. Heads of Service meetings in place.
28	Senior posts filled by high-calibre staff		Complete senior staffing restructure	31/05/15	Chief Executive	Chief Executive, Director of Corporate Resources, Director of Operational Services, Head of Legal and Democratic Services and Head of Financial Services all advertised February 2015 with closing date 9 March. Head of Built Environment starts early March.
29			Review remuneration packages to ensure TDC is competitive in attracting senior staff	31/05/15	Chief Executive	Reviewed prior to recruitment campaign for senior posts.
	Peer Review actions communicated to internal and external stakeholders		Communicate progress to internal and external stakeholders	31/03/15	Press and PR Manager	One year review to be undertaken Apr/May 2015
			Project is 100% complete			
			Project is <100% and >59% complete			
			Project is <59% and >39% complete			
			Project is <39% and >19% complete			
			Project is <19% complete			