

| AGS Significant Issue 2014/2015 | Suggested Action Heading & (Owner) | Task List | Progress February 2016 |
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| <p>The council's reputation is of critical importance Thanet District Council has suffered in terms of its reputation. Sustained and rapid improvement in this area is critically important. Rebuilding our reputation is the most important challenge we face.</p> | <p>Member Development (Director of Corporate Governance)</p> <p>Reputation (Chief Executive and Director of Corporate Resources)</p> | <ul style="list-style-type: none"> • Member development workshops • Community Leadership Training (LGA) • Group Discipline Training • Social Media Training • Benchmark approach to Member development • Visits to other Councils focussed on specific activities • Peer support for Cabinet members • Develop measures to track changes in reputation • Consider alternative survey approaches • Conduct resident's survey (twice-yearly) • Conduct staff survey • Review media coverage | <ul style="list-style-type: none"> • On-going • Completed • Values/Behaviours workshops completed • Completed • Completed • Scheduled for 17 March • Offered to Cab Members • On-going • On-going • On-going - 2 LGA surveys carried out and Annual Budget survey underway • December 2015 • On-going – monthly and quarterly media reports |
| <p>Clarify what we want to achieve and how we are going to do it and then put the appropriate resources in place Work is required to prioritise within our plans and be clear about the few top priorities which need to be achieved. Once we have clarified our top priorities, we need to think about how the organisation will need to change in the future in order to deliver them. We need to communicate your top priorities clearly, consistently and repeatedly.</p> | <p>Review Priorities (Chief Executive)</p> <p>Project Management (Director of Corporate Resources)</p> | <ul style="list-style-type: none"> • Cabinet agree draft priorities • Consultation on priorities with Members, Stakeholders, Staff • O & S consider revised priorities • Council approve new priorities • Communicate priorities • Review Consultants recommendations on PM • Implement standard project approach • Build PM cadre • Train staff on PM • Create new governance arrangements for PM | <ul style="list-style-type: none"> • Completed • Completed • Completed • Completed • On-going • Completed • Completed • Sept 2016 • Sept 2016 • Sept 2016 |

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| | ICT arrangements (Director of Corporate Resources) | <ul style="list-style-type: none"> • Adopt digitalisation strategy • New telephony system • Establish 'intelligent client' • Revised SLA • Rationalise asset base based on consultant recommendations | <ul style="list-style-type: none"> • Dec 2016 • Sept 2016 • Not possible due to funding constraints. Rely on EKS • Dec 2016 • Consultant employed. Rationalisation long-term plan |
| <p>Work to improve trust, respect and visibility Develop ways in which political leaders and political groups work together formally and informally. Careful preparation, communication and consultation can often help to navigate through difficult decisions. Building trust and relationships is the key, and senior officers play a key role in this, supporting politicians so that their leadership and their administration can be effective.</p> | (Chief Executive, Director of Corporate Governance) | <ul style="list-style-type: none"> • Revise Member/Officer protocol • Council adopts Member/Officer protocol • Train Members/Officers in new protocol • Review Dem Services to provide focussed support to councillors • Deliver major decisions effectively | <ul style="list-style-type: none"> • Completed • Feb 2016 • Post-Feb 2016 • Structure agreed, new roles evaluated. • This will be assessed during the year |
| <p>Develop and then implement our understanding of appropriate member and officer roles in a strong organisation We need to develop our understanding about the way in which leading politicians and senior managers can work effectively together.</p> | Director of Corporate Governance | <ul style="list-style-type: none"> • Draft Revised Constitution • Review levels of delegation and empowerment • Train in scheme of delegation & roles/responsibilities • Incorporate revised sanctions • Engage with Group Leaders | <ul style="list-style-type: none"> • Agreed Feb 2016 • Agreed Feb 2016 • Post Feb 2016 • Completed • Feb 2016 |

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| <p>There is a lack of clarity about the boundaries between political and managerial responsibilities. Our ambitious agenda will be supported by strengthening the top management team. We have critical vacancies to fill and a restructure to complete. We need to consider ways in which to empower and delegate more decisions to staff and add to our workforce development strategy.</p> | <p>Workforce Development strategy (Director of Corporate Resources)</p> | <ul style="list-style-type: none"> • Appoint Dir Corp Gov; Dir Cty Svcs; Head of Fin Svcs; Head of Op Svcs; Head of Legal Svcs • Reorganisations following appointments • Review ED team in light of new priorities • Develop vision for future workforce • Collect workforce data • Define workforce gap • Define workforce plan | <ul style="list-style-type: none"> • Head of Financial Services recruitment on-going • Agreed Member/Officer protocol • On-going • Subject to new Director • June 2016 • June 2016 • Linked to vision • Linked to vision |
| <p>Clear messages – well communicated We have many strengths in the council in which we should take pride and which could take centre stage if our reputation improved. Above all, we need to take time to communicate and celebrate the council’s achievements, this is important to the staff who make things happen</p> | <p>(Chief Executive, Director of Corporate Resources)</p> | <ul style="list-style-type: none"> • Restructure Communications team • Draft revised communications strategy • Define key stakeholders • Consult with staff and key stakeholders • Develop stakeholder engagement plan • New Staff newsletter | <ul style="list-style-type: none"> • Completed • Sept 2016 • Completed • On-going • On-going • Completed |
| <p>Information Governance</p> | <p>Refresh TDC Approach to Information Governance (Dir. Of Corporate Governance)</p> | <ul style="list-style-type: none"> • Raise profile of Information Governance • Secure appropriate resources • Review Policies and Procedures • Create action plan • Secure appropriate training including e-learning • Update policies • Learn from other authorities • Use induction training | <ul style="list-style-type: none"> • Begun with CMT/Ho Service • Identified but not agreed • On-going with CIGG • Begun • On-going • On-going • Working with CIGG • On-going |

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| Equalities and Diversity and our delivery of the public sector equality duty | (Director of Corporate Governance) | <ul style="list-style-type: none"> • Review policies • CMT appoint equality and diversity champion • Refresh section champions • Report to CMT on compliance with PSED and action plan • Obtain data on discrimination complaints and publish with equality data • Publish EIA's where appropriate • Ensure publication of all required data annually • Agree training plan including e-learning • Use surveys and the collected data • Use induction training • Review Information and Service delivery strategy | <ul style="list-style-type: none"> • Underway • Completed • • Agreed by CMT Jan 16 revised action plan on website • Data published on website • on-going • on-going • tbc • tbc • Completed • tbc |
| Workplace Risk Assessments | All Service Heads | <ul style="list-style-type: none"> • Raise with Managers at Forum and ensure report back on progress • Encourage training including e-training • Report on progress | <ul style="list-style-type: none"> • Via e-learning on TOM • Monitored by CMT • Monitored by CMT |
| Review the delivery of the staff induction process | (Director of Corporate Resources) | <ul style="list-style-type: none"> • Look at corporate programme for shared learning • Include Information Management and Equalities/Diversity | <ul style="list-style-type: none"> • Use reported to CMT • March 16 |
| Staff exceeding contracted hours | All Service Heads | <ul style="list-style-type: none"> • Raise with Manager's at forum • Report from EKS | <ul style="list-style-type: none"> • Providing advice/guidance • tbc |