

IMO Action Plan									
Objective		To capture actions required in response to the IMO recommendations							RAG: Key
Lead Officer		Chief Executive	Colin Carmichael					Not started	
Lead Member		Leader of the Council	Cllr Ash Ashbee					In progress	
Project Team Members		Interim Monitoring Officer	Sameera Khan					Completed	
		S151 Officer	Chris Blundell						
		Director of Coms & HR	Hannah Thorpe						
NO	IMO Recommendations	Lead Officer	Actions	RAG	Timeframe		Progress		
				STATUS	Start	Finish			
1	Appoint Interim Chief Executive	Leader	Completed		July 2022	July 2023	Interim CE commenced 20/07/2022		
2	Review of the TDC Constitution								
2.1	<i>Review the member officer protocol to ensure/clarify/reinforce the need for sharing of information between officers and Cllrs and to engage councillors in the work of the authority. This should include clear guidance on the rights of access councillors have over and above members of the public</i>	Leader / Sameera			Sept 2022	TBC	Legal advice has been taken on reviewing the member officer protocol, and the recommendation is that we should instead review considerably more elements of the constitution. That will carried out by the Constitutional Working Party beginning after the election		
2.2	<i>To review the scheme of delegation to ensure that it is clear and easy to understand and also includes appropriate conditions requiring engagement of Cllrs in strategic and high-risk decisions.</i>	Leader / Sameera	1) Update 2019 Decision Making Presentation & present to Members Briefing session https://drive.google.com/file/d/1soQ0CpbUNzUVmiV-tj-mjQh70knzvJ8Qj/view 2) Review and amend the scheme of delegation to fit the new CMT Structure. 3) Review the Officer Decision Notices guidance to ensure it is still fit for purpose.		Sept 2022	TBC	Legal advice has been taken on reviewing the member officer protocol, and the recommendation is that we should instead review considerably more elements of the constitution. That will carried out by the Constitutional Working Party beginning after the election		
2.3	<i>Establish an Employment Committee to consider strategic Human Resources & OD matters.</i>	Leader / Colin	This is the role of the the established General Purposes Committee. 1) Review the GPC ToR to ensure that they cover Human Resources and Organisational Development matters are included		Sept 2022	23.02.23			
2.4	<i>Review the arrangements for handling Whistle-blower complaints to ensure that there is a robust and confidential system for handling such matters including a range of confidential channels via which such complaints may be submitted.</i>	Sameera / Chris	1) Review the Policies & obtain CMT sign off. 2) Take through Employee Council. 3) Take to GPC to be formally adopted.		May 2022	01.12.22	Approved and adopted with effect from the 1st December 2022 by General Purposes Committee 4th November 2022. https://democracy.thanet.gov.uk/ie/ListDocuments.aspx?Cid=327&MID=6359#AI41658		
3	Restructure of Senior Management Team								

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3.1	<i>CMT to be restructured with a view to creating at least one additional Corporate Director role to include responsibility for HR.</i>	Leader / Colin	1) Prepare new structure. 2) Internal consultation. 3) GPC approval for new CMT structure 4) Recruit to new structure		Sept 2022	Dec 2022	New structure agreed and adopted by General Purposes Committee 24 January 2023. Recruitment underway. https://democracy.thanet.gov.uk/documents/g6392/Public%20reports%20pack%2024th-Jan-2023%2015.30%20General%20Purposes%20Committee.pdf?T=10		
3.2	<i>Develop a wider management group/ forum with a view to promoting levels of transparency and communication between all tiers.</i>	Leader / Colin	1) Managers forum protocol - set up as a standing group - monthly meeting regular updated from CMT. 2) Staff briefings every months.		Sept 2022	Oct 2022	Managers Forum Terms of Reference have been updated and regular meetings are in diaries.		
3.3	<i>Review the existing arrangements in place to manage the potential conflict of interest arising from the close personal relationship between the CEO and Director of Operations. The arrangements should be demonstrably transparent to provide assurance that relevant decision making is handled independently</i>	Leader / Colin	Action discharged following the exit of the CX from the Council		N/A	June 2022	Completed		
4	<i>Development Work for Member Officer Relationships</i>								
4.1	<i>LGA or other body to lead development work – team building and developing understanding of the different roles and responsibilities of officers and Cllrs. A particular focus on officers understanding the responsibilities of Cllrs for the overall running of the council and their public facing role.</i>	LGA & Leader	Expect the LGA to Lead this work: 1) Develop a training programme ready for roll out after the May 2023 Elections. 2) Seek confirmation who is paying for the commissioned work.		Nov 2023	June 2023	The LGA are lined up to support this work after the newly elected Council has been appointed in May.		

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4.2	<i>Improve responsiveness to information requests from councillors to officers and put in place mechanisms which will ensure that key information about TDC decisions and activities affecting local wards is disseminated to relevant ward councillors.</i>	Hannah / Sameera	1) Implement CE briefings to Councillors. 2) Continue with the Councillor Newsletter (In The Loop) 3) Continue with the Cabinet Portfolio Holder meetings, Shadow Cabinet Portfolio Holder meetings and the All Member briefing sessions.		June 2022	Oct 2022	1) New weekly Councillor email from Chief Executive. Started w/c 22 August 2022. 2) Continuing to issue 'In the Loop' Councillor Newsletter. 3) Continuing with the Cabinet Portfolio Holder meetings, Shadow Cabinet Portfolio Holder meetings and the All Member briefing sessions.		
4.3	<i>Ensure that all Senior Councillors are briefed on the contents of all reports produced in the context of the CMT dispute in order that they have parity of access and understanding.</i>	Sameera	Collate the reports ready for circulation.		Sept 2022	Oct 2022	So far as we are aware all Senior Councillors are aware of the issues. Should any other Senior Councillors wish to be briefed they should contact the Chief Executive.		
5	<i>Coaching/ Mentoring Programme for CEO and Directors</i>								
5.1	<i>CEO to enter into formal coaching/mentoring arrangements.</i>	External Provider	Action discharged following the exit of the CX from the Council		N/A	June 2022	Completed		
5.2	<i>CMT to undertake team building</i>	Colin	1) Confirm budget available 2) CE to approach LGA in relation to their agreement to contribute towards the costs 3) Source external facilitator to support the workstream 4) Deliver the Team Building		Aug 2022	TBC	This has commenced with one session already held 26.1.23 and a further two dates currently being scheduled.		
6	<i>Introduction of Regular Staff Survey and other staff feedback forums</i>								
6.1	<i>Introduction of Regular Staff Survey and other staff feedback forums</i>	Hannah	1) Refresh the People Strategy. 2) Review and implement processes for staff engagement. 3) Write and implement a Staff Engagement Strategy		July 2022	TBC	Regular fortnightly briefings are sent out to all staff from the Chief Executive. There have been two staff surveys in June and December 2022.		
6.2	<i>Information on staffing including turnover/sickness absence/settlement agreements/ ET's etc. regularly reported to CMT and to employment committee.</i>	Hannah	Present regular reports to CMT		July 2022	Oct 2022	Regularly reported to CMT and due to go to General Purposes Committee.		

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7	<i>Review of the HR resource within TDC to ensure that it is sufficient to meet the needs of the council in respect of HR case work and organisational development.</i>								
7.1	<i>Review of the HR resource within TDC to ensure that it is sufficient to meet the needs of the council in respect of HR case work and organisational development.</i>	Colin	1) Incorporate as part of the CMT restructure under 3.1 2) Look at as part of the 23/24 budget build		Oct 2022	Dec 2022	HR Resources dealt with as part of the budget review and following the restructure the status of the HR Manager has changed to Head of Service.		
7.2	<i>Development and implement a framework of values and behaviours for staff with a view to promoting improved staff management and working environment.</i>	Colin / Hannah	To be picked up as part of the refreshed People Strategy. 1) Review the Organisational Vision and Values. 2) Refresh of the monthly Managers Forum to focus more on practical management guidance, training and support.		Aug 2022	TBC	To be delivered when appointments have been made to all posts in the senior structure.		
8	<i>Undertake an independent review/audit of the Berth 4/5 project from its inception to the present day with a view to identifying the causes for of delay and cost overruns which have beset the project including the project governance. The results to assist in identifying lessons for the future management of large projects.</i>								
8.1	Initial engagement with GT to establish whether the review can be undertaken within the T&Cs of the existing audit contract or if a separate procurement exercise needs to be undertaken.	Chris	1) Obtain agreement with Quentin Baker regarding the appropriate body to commission and the process that should be followed 2) Instruct Internal Audit to undertake the review. (The key objective is to provide Thanet with some assurance and some learning/improvement actions.)		Sep 2022	Mar 2023	Report to Cabinet 21.03.23 and Council 30.03.23		
9	<i>Establish an Independent Assurance/Assistance Panel</i>								

