

### Appendix E – Corporate Improvement Plan

	Theme	Action	Original Target Date	Lead	Impact of COVID	Next Action	Target Date for Next Action
1	<b>Strategic plan</b>	Develop strategic plan, member level performance and risk framework: <ul style="list-style-type: none"> <li>○ Review draft with new administration</li> <li>○ Strategy and Resources Committee</li> <li>○ Full Council</li> </ul>	<ul style="list-style-type: none"> <li>● May 2020</li> <li>● Jun 2020</li> <li>● Jul 2020</li> </ul>	Heather Wills	Process stalled due to inability to convene face-to-face meetings with all Councillors.	Reconvene workshop with all Group Leaders to draft a final Strategic Plan that considers the new post COVID world	<ul style="list-style-type: none"> <li>● Jul 2020</li> </ul>
		Develop and implement officer level performance and risk framework	<ul style="list-style-type: none"> <li>● Jun 2020</li> </ul>	Heather Wills	Final version now completed, to be reviewed once strategic plan complete	Officers to use as part of regular suite of management tools	<ul style="list-style-type: none"> <li>● Complete, to be reviewed</li> </ul>
2	<b>Governance</b>	<b>Governance review</b> Presentation of findings of first phase of review	<ul style="list-style-type: none"> <li>● Mar 2020</li> </ul>	Lidia Harrison	Process stalled due to inability to convene face-to-face meetings with all Councillors.	Verbal report provided to the three Party Leaders (Cllrs Elias; Sayer; Botten) by CfPS, briefing for all Members and senior Officers scheduled for 1/7/20	<ul style="list-style-type: none"> <li>● Jul 2020</li> </ul>
		Develop action plan and start implementation	<ul style="list-style-type: none"> <li>● May 2020</li> </ul>	Lidia Harrison		Following this an action plan will be developed along with a training and development plan	<ul style="list-style-type: none"> <li>● Sep 2020</li> </ul>
		<b>Audit and whistleblowing</b>	<ul style="list-style-type: none"> <li>● Apr 2020</li> </ul>	Jackie King	Policy drafted but not rolled out yet as the dispersed workforce	Process for roll out and training to be worked out now social distancing	<ul style="list-style-type: none"> <li>● Jul 2020</li> </ul>

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		Review and ensure effective implementation of whistleblowing policy			has presented a challenge to deliver the right kind of training around this.	measures are clear and risk assessments have been carried out.	
		<b>Audit programme</b> Review audit programme outputs and prepare action plan	• Jun 2020	Grant Miles	Audit programme slipped but now back on track.	Management actions are being completed for each of the audit reports.	• Jul 2020
		<b>Member Development</b> Develop member development programme	• Apr 2020	Chailey Gibb with support from associated external resource if required	Development programme has continued to be worked up however no training has taken place.	Programme of online training to be developed to accommodate current working environment.	• Sep 2020
		<b>Member Induction</b> Implement member induction programme	• May – Oct 2020	Chailey Gibb with support from associated external resource if required	Not required as May Election was postponed	Have programme ready for May 21 and examine what items might be brought forward for existing Members	• Ongoing
3	<b>Financial recovery plan</b>	Develop draft recovery plan	• Apr 2020	Grant Miles	Work started and additional focus on financial expenditure has been ongoing due to increased financial risk as a result of COVID. Monthly reports to Government are being submitted	Working Group with Members to be set up to provide a further in-depth review of financial position and what actions can be taken to mitigate further risks.	• July 2020

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					and CEx and CFO are in regular dialogue with MHCLG. Group Leaders have been briefed and S&R Committee will be briefed on 9/7/20.	Awaiting announcements from MHCLG re financial support for Councils	
		Scope detailed options appraisal for shared services	<ul style="list-style-type: none"> <li>Jul 2020</li> </ul>	Paul Smith	Provisional discussions have taken place with Group Leaders and CEx	Agree with Members that this is a direction of travel that would be supported albeit with recognition that the Council has no formal mandate to drive this agenda and any results would be predicated on willing participation from Members and other authorities.	<ul style="list-style-type: none"> <li>Ongoing but initial scoping to be carried out by Sep 2020</li> </ul>
		Review investment policy	<ul style="list-style-type: none"> <li>Jun 2020</li> </ul>	Grant Miles/ Alison Boote	Review stalled due to capacity	<p>Agree new timetable for review with members and in light of current financial situation.</p> <p>MHCLG advice on investments policies awaited</p>	<ul style="list-style-type: none"> <li>Sep 2020</li> </ul>
4	<b>People plan</b>	<b>Recruitment and retention</b> Permanently recruit Monitoring Officer	<ul style="list-style-type: none"> <li>Mar 2020</li> </ul>	Jackie King	Interim staffing model put in place mid-March as existing Dir People was on long-term sick leave. This	Discussion with the GL is taking place regarding some of these roles: Chief Executive will take lead and progress filling	<ul style="list-style-type: none"> <li>Jul – Oct 2020</li> </ul>

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		Permanently recruit s151 officer  Permanent appointment of Chief Executive  Develop and implement long-term staffing model	<ul style="list-style-type: none"> <li>• Apr 2020</li> <li>• Jun / Jul 2020</li> <li>• Mar 2020 onwards</li> </ul>		Officer resigned early June, and as a consequence the Council will need to revisit its staffing model in light of this change and the financial position.	the ELT roles and COSC will make appointments in respect of the statutory roles.	
		<b>Organisational development</b> Develop and introduce Values and Behaviours  Complete and adopt People Plan (including mechanisms for ongoing staff engagement)  Review HR policies, contracts, procedures and benefits  Implement actions arising from staff survey	<ul style="list-style-type: none"> <li>• Apr 2020</li> <li>• Apr 2020 onwards</li> <li>• Apr 2020 onwards</li> <li>• Jun 2020</li> </ul>	Jackie King & Paul Smith	Work has stalled due to pandemic however engagement with staff continues to ensure that they receive key messages and that they have a voice and are heard.  The work from home model was implemented as soon as the impact of COVID was understood and prior to formal lockdown. The workforce has responded very well to new ways of working and to being redeployed to service the COVID response.	This work will now be progressed. The Council is in continuous improvement mode: the staffing model will reflect this, ensuring that resources are focused on key service delivery areas whilst also satisfying government requirements for ongoing support to the COVID pandemic.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>

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		<b>Capacity</b>		ELT	COVID has and will continue to change both the demands and priorities on the Council and also will create new ways of working.	Identify capacity within the organisation to deliver post COVID services and priorities including new ways of working and ensuring that people resources are allocated to priorities	<ul style="list-style-type: none"> <li>Oct 2020</li> </ul>
		<b>Leadership</b> Develop and implement leadership development programme, including: <ul style="list-style-type: none"> <li>○ Culture shift</li> <li>○ Management team</li> <li>○ Top team (senior management with senior political leadership)</li> <li>○ Championing diversity</li> </ul>	<ul style="list-style-type: none"> <li>Jun 2020</li> </ul>	Elaine Jackson/ Heather Wills	Culture shift is already happening, and staff have demonstrated excellent team working and resilience throughout this period. No formal training or development has taken place however this needs to be brought forward now to assist Officers to succeed in their roles.	Develop leadership programme that incorporates learning from governance review and reflects the fact that some Members and Officers are newly appointed.	<ul style="list-style-type: none"> <li>Sep 2020</li> </ul>
		<b>Pay and reward</b> Agree actions to address any issues arising from Equal Pay Audit (Strategy and Resources Committee)  Agree actions to address any issues arising from Payroll Audit (Strategy	<ul style="list-style-type: none"> <li>Jul-Aug</li> </ul>	Jackie King	Audit programme is slightly behind.	Develop management actions for consideration by Strategy & Resources Committee	<ul style="list-style-type: none"> <li>Sep 2020</li> <li>Aug 2020</li> </ul>

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		and Resources Committee)					
		<p><b>Health and wellbeing</b></p> <p>Mental Health First Aiders Wellbeing toolkit for managers</p> <p>Review Community Safety capacity</p> <p>Review Health &amp; Well-being capacity</p>	<ul style="list-style-type: none"> <li>• Jun 2020</li> <li>• Jun 2020</li> <li>• Jun 2020</li> </ul>	Jackie King	<p>Progressing and training has taken place for Mental Health First Aiders.</p> <p>Impact of COVID on staff to be considered</p>	<p>Further training and publicise this once training is complete.</p>	<ul style="list-style-type: none"> <li>• Jul 2020</li> <li>• Oct 2020</li> </ul>

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5	<b>ICT/ digital strategy</b>	<p>Develop a digital strategy, to include:</p> <ul style="list-style-type: none"> <li>○ Identification of required outcomes and benefits</li> <li>○ Relevant good practice</li> <li>○ Infrastructure, security and resilience requirements</li> <li>○ Capacity, expertise and governance required to deliver</li> </ul>	<ul style="list-style-type: none"> <li>• Apr 2020</li> <li>• May 2020</li> </ul>	Melanie Thompson	<p>Review has been delayed due to access to key staff – this is now complete.</p>	<p>Review Digital Strategy report and turn into an action plan that can deliver the efficiency savings that good use of IT can deliver.</p> <p>This will include how the governance of this work will be embedded.</p>	<ul style="list-style-type: none"> <li>• Sep 2020</li> </ul>

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		<ul style="list-style-type: none"> <li>○ Requirements for ongoing revenue/ capital resourcing</li> </ul> Adopt strategy					
6	<b>Other statutory responsibilities</b>	<b>Data protection</b> Develop assurance mechanisms to ensure that data is managed and guarded lawfully by the Council and its contractors	<ul style="list-style-type: none"> <li>• Sep 2020</li> </ul>	Lidia Harrison	Work ongoing to improve data management.	Data Protection Officer (DPO) now appointed and review under way. Information Governance Board set up and led by DPO. Audit work reviewed, and action plan being developed.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
		<b>Emergency planning (EP)/ business continuity:</b> Review and update processes and procedures	<ul style="list-style-type: none"> <li>• May 2020</li> </ul>	Jackie King	Full implementation of EP and Business continuity during COVID.	Once COVID operational response is complete “a lessons learned” review will be undertaken and an impact report completed. Recovery phase started.	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
		<b>Safeguarding:</b> Review processes and procedures, ensure	<ul style="list-style-type: none"> <li>• Jun 2020</li> </ul>	Jackie King	Safeguarding key priority during COVID pandemic.	Update Council policies and	<ul style="list-style-type: none"> <li>• Aug 2020</li> </ul>

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		safeguarding audit compliance  Deliver staff training  Deliver member training	<ul style="list-style-type: none"> <li>• Sep 2020</li>   <li>• Dec 2020</li> </ul>			procedures including nominated leads.  Roll-out training for staff and re-engage with Surrey-MASH  Identify Councillor who can be nominated "Safeguard lead"	<ul style="list-style-type: none"> <li>• Ongoing</li>   <li>• Oct 2020</li> </ul>
		<b>Health and safety (H&amp;S):</b> Identify senior responsible officer  Carry out H&S Audit  Implement action plan	<ul style="list-style-type: none"> <li>• Mar 2020</li>   <li>• Mar 2020</li> <li>• Ongoing</li> </ul>	Alison Boote	No impact	Officer now identified and operationally responsible.  Complete  Ongoing implementation of recommendations	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
		<b>Equalities and diversity (E&amp;D):</b> Develop corporate E&D plan	<ul style="list-style-type: none"> <li>• Jul 2020</li> </ul>	Jackie King	COVID impact on BAME communities highlights the need to have good practices and processes in place to ensure the Council is inclusive and welcoming.	Set up E&D forum and engage with staff to drive agenda forward	<ul style="list-style-type: none"> <li>• Start Jul 2020</li> </ul>



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		Review HR policies and practice	<ul style="list-style-type: none"> <li>Jul 2020</li> </ul>				<ul style="list-style-type: none"> <li>Jul /Aug 2020</li> </ul>
		Design and implement E&D performance monitoring	<ul style="list-style-type: none"> <li>Aug 2020</li> </ul>				<ul style="list-style-type: none"> <li>Jul /Aug 2020</li> </ul>
		Conduct member and officer training					<ul style="list-style-type: none"> <li>Sep 2020</li> </ul>
		Review service delivery against corporate equalities and diversity objectives	<ul style="list-style-type: none"> <li>Sept 2020</li> <li>Dec 2020</li> </ul>				<ul style="list-style-type: none"> <li>Dec 2020</li> </ul>
7	<b>Planning service</b>	Team development/ mentoring	<ul style="list-style-type: none"> <li>Apr 2020</li> </ul>	Charlotte Parker	Increased planning applications and enquiries.	Stabilise Resourcing – temporary and permanent appointments have been made but new model of resourcing to be developed	<ul style="list-style-type: none"> <li>Jul 2020</li> </ul>
		Identify capacity and develop a plan for infrastructure planning and liaison	<ul style="list-style-type: none"> <li>Apr 2020</li> </ul>		Decision on Local Plan by Planning Inspector delayed	Agree Planning Protocols	<ul style="list-style-type: none"> <li>Jul 2020</li> </ul>
		Performance management	<ul style="list-style-type: none"> <li>Apr 2020</li> </ul>			Agree Statement of Community Involvement & Development Management Charter	<ul style="list-style-type: none"> <li>Nov 2020</li> </ul>

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						<p>Re-introduce Pre-Application Service</p> <p>Improve Pre-application advice and develop online support</p>	<ul style="list-style-type: none"> <li>Completed</li> <li>Nov 2020</li> </ul>
		Identify capacity to deliver strategic plan priorities for economic development	<ul style="list-style-type: none"> <li>Jun 2020</li> </ul>		Increased focus required	Develop resource model and action plan	<ul style="list-style-type: none"> <li>Aug 2020</li> </ul>
8	<b>Enabling and assuring improvement</b>	<p><b>Partnership working:</b> Initial stakeholder engagement with partners to gather views</p> <p>Local Partnership Board Maintain, resource and enhance where appropriate partnership working in relation to:</p> <ul style="list-style-type: none"> <li>Community safety</li> <li>Wellbeing prescription services</li> <li>Health and wellbeing</li> <li>Gatwick and Gatwick Diamond</li> <li>Business Improvement Districts</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>May 2020 onwards</li> <li>May 2020 onwards</li> </ul>	Elaine Jackson	Partnership Boards were stood down. The Council is no longer taking part in Gatwick Diamond.	Boards are now being set up again and each one will need to be considered in light of COVID with potential new terms of reference and deliverables. Further reporting once information is known.	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

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		<p><b>Corporate peer challenge:</b> Complete self-assessment Peer team on site Publish report and agree action plan Review progress</p>	<ul style="list-style-type: none"> <li>Oct 2020</li> </ul>	Elaine Jackson	Planning of the assessment has been postponed.	Discuss timing of this with LGA	<ul style="list-style-type: none"> <li>TBC</li> </ul>
		<p><b>Learning from complaints:</b> Adopt new complaints policy, including process for learning from complaints</p>	<ul style="list-style-type: none"> <li>Jun 2020</li> </ul>	Jackie King	Slight delay in roll-out of new policy and procedure.	Policy roll-out completed, process for learning is being worked through.	<ul style="list-style-type: none"> <li>Sep 2020</li> </ul>
9	<b>COVID Impact</b>	<p><b>Plans to be developed but to include:</b></p> <p>Ongoing response to Covid pandemic to support vulnerable people</p> <p>Impact on building occupancy</p> <p>Other aspects embedded in improvement plan as above as appropriate.</p>	<ul style="list-style-type: none"> <li>July 2020</li> </ul>	ELT	n/a	Develop plan	<ul style="list-style-type: none"> <li>Jul 2020</li> </ul>