

APPENDIX 2

It is essential that a short period of time is allowed for reflection on the cultural issues identified during the investigation to enable a shared understanding of those issues and to establish collective support for the way forward. This is particularly so given the recent appointment of the new Chief Executive. However it is also vital that prompt action is taken to address the immediate issues arising from the investigation report. The following action plan has been developed taking both of these requirements into consideration.

	Action	Lead	By When
1.	The disciplinary investigation by instituted.	Head of Legal & Democratic Services/Interim Head of Human Resources	Immediate
2.	Member Development Policy Group be asked to give consideration to the suggested actions in respect of member training, support and development, and bring forward an action plan to Cabinet.	Head of Legal & Democratic Services	End February 2008
3.	Consideration be given to the suggested actions in respect of: <ul style="list-style-type: none"> • The structure for management and effective deployment of the key corporate resources. • The development and team building of the senior management teams of the council. 	The new Chief Executive	End February 2008
4.	Consideration be given to how best to re-establish trust and confidence between members and officers, and between officers and officers, based on an approach which encourages appropriate challenge, resolves issues with a way forward that is supported by all, and creates the discipline to follow through and abide by decisions taken.	The new Chief Executive	End January 2008
5.	Consideration be given to the suggested actions in respect of: <ul style="list-style-type: none"> • The need for additional specialist audit ICT resource • Proposals for strengthening the strategic procurement function • Proposals for appropriate financing models for corporate services and bring forward an action plan to CMB.	Director of Resources	End February 2008

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	Action	Lead	By When
6.	The relevant professional officers (Monitoring Officer, Section 151 Officer, Interim Head of Human Resources) be asked to lead reviews of the Council's procedures and protocols, and the corporate rules, standards and processes to ensure they are fit for purpose, proportionate and workable. Review programmes to be reported to CMB.	The new Chief Executive	End December 2007
7.	Consideration be given to the suggested actions in respect of refreshing and embedding an effective performance management culture, and an action plan brought forward to CMB.	Interim Head of Human Resources	End February 2008
8.	CMB be asked to review the membership/chairmanship of the Information Policy Group (IPG).	The new Chief Executive	December 2007
9.	The refreshed IPG be asked to consider the suggested actions in respect of group governance arrangements and to report back on action taken to CMB.	The new Chief Executive	End February 2008
10.	Consideration be given to the suggested action in respect of establishing value for money in relation to the community network, and an action plan taken to CMB. (NB Action to progress a value for money study to be undertaken by SOCITM has now been agreed with the Director of Resources)	Interim Head of Information, Technology and Customer Services.	End November 2007
11.	Clear guidelines be established and embedded in respect of close personal line management relationships.	Interim Head of Human Resources	End December 2007
12.	Consideration be given to the suggested actions in relation to officer training and development needs, and an action plan be brought to CMB.	Interim Head of Human Resources	End February 2008