

## APPENDIX 1 – Action Plan for LGA Corporate Peer Challenge feedback report recommendations 2022

Recommendations		Action	Timescale	Progress	Led by
1	<b>Pace of activity</b> Ensure there is sufficient corporate and strategic capacity, focus on reviewing progress to date and plan effectively for the delivery of agreed plans and strategies. Focus on the delivery of what you have agreed are your priorities to ensure that what you do is done well and your activity is outcome driven.	This is related to actions 2 and 7 below.			SLT and the Alliance Leadership Team
		a. Monitor the effectiveness of the new Performance Management Framework – a key element of Council Plan Delivery	Regular performance management reporting to SLT and committee		Andrew Cummings, Strategic Director of Resources
		b. Procure and implement a new software solution for comprehensive performance management	November 2022		Hannah Emery, Corporate Policy & Governance Manager
2	<b>Capacity of senior leadership team</b> Consider the structure in place for informal meetings now that key Plans are in place – are meetings proportionate? Consider the capacity of your senior leadership team so that they can continue to deliver for you as they have been doing very capably.	Review the pattern of informal meetings at which SLT and senior member attendance is required, now that we have moved into the delivery rather than the development of strategy.	April-May 2022	Completed 19 May 2022. To be kept under review now that a streamlined meeting pattern being established.	Kathy O’Leary, Chief Executive and the 4 Group Leaders

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3	<b>Create a Member Development Group</b> Create a Member Development Group to coordinate and prioritise a programme of ongoing member training and support new members to find their place in the council and understand and embrace the member officer protocol. If Members own this agenda, they can shape it to what they need.	Establish a Member Development Group to: a. Develop a co-designed programme of ongoing training and support including a Member Induction Programme 2024 shaped to members needs and requirements b. Co-ordinate and prioritise training and encourage member attendance c. Embrace the protocol for member officer relations d. Help with understanding of specific roles and responsibilities of members and officers e. Review guidance and information provided to members including the content of the Member Hub f. In relation to 4 below, consider best approach to embed One Council ethos.	June 2022	Member Development Group progress to be reported to 4 Group Leaders' meeting and S&R Committee	4GLs to identify membership and liaise with other members of the Group in respect of actions; Hannah Emery, Corporate Policy & Governance Manager
4	<b>Clarity on embedding the One Council ethos</b> Ensure there is a coherent plan that sets out how the One Council ethos will be embedded across the whole council (officers and members). This includes officers working across departments and it	Produce plan to set out how our Values and Behaviours and the One Council ethos will be embedded across the council, including officers, members and working across departments.		This is part of the People and Organisational Development workstream of the Fit for the Future Modernisation programme. Progress is reported to the monthly officer	Lucy Powell, HR Manager and Adrian Blick, Strategic Director for

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	includes officers and members displaying corporate loyalty and mutual respect to each other.	<ul style="list-style-type: none"> <li>a. FFF Champion training programme designed to explore the V&amp;B and embed the one Council ethos.</li> <li>b. X2 LMT sessions will be delivered to explore the V&amp;B at service, team and individual level and embedding of the one Council ethos.</li> <li>c. SLT sessions will be delivered to explore the V&amp;B at service and individual level and embedding the One Council ethos.</li> <li>d. Member Development Group to consider approach to embedding One Council ethos (see 3(f) above).</li> </ul>	<p>May-June 2022</p> <p>June-July 2022</p> <p>July 2022</p> <p>tbc</p>	Modernisation Board and to Strategy & Resources Committee as part of FFF reporting. See also above on Member Development Group (f).	Change and Transformation
5	<b>Action plan for improvement to housing services</b> Continue to work on your action plan for improvement for housing services making sure the teams within that service understand their corporate responsibilities and feel that they are an integral part of the council. Ensure a clear plan	<ul style="list-style-type: none"> <li>a. Recognise good work already underway &amp; celebrate success.</li> <li>b. Provide challenge and support to further improve landlord services.</li> <li>c. Ensure leadership and management is in place to deliver and embed change and improvement.</li> </ul>	<p>Under way</p> <p>Under way</p> <p>Under way</p>	Agent of change appointed and providing supporting to interim manager.	Keith Gerrard, Strategic Director of Communities and Helen Scullard, Interim Head of Housing

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	to put tenants at the heart of what they do.	d. Appoint an overarching Head of Housing to lead a service which is wholly integrated within a One Council approach. e. Produce a comms strategy f. Review the work and patch sizes of neighbourhood management officers to ensure there is capacity provide support for tenants in the most appropriate way. g. Provide additional resources and capacity to enable good quality tenant involvement. h. Refresh our focus on repairs and returning empty properties into use continue the improvement journey i. Identify opportunities to strengthen joint working with neighbourhood wardens to deliver a cohesive approach to managing neighbourhoods.	July 2022  July 2022 June 2022  June 2022  May 2022  May 2022	Interim manager in post support and developing service delivery. Post to be advertised from 26 May 2022.  Currently scoping brief. Work under way.  Identifying resource requirement.  Working on next steps from successful task and finish groups.  Work under way.	
6	<b>Opportunity to reset Customer Services</b> Customer Services - there is an opportunity to reset your approach, making it more efficient, corporate, and centralised. If Customer services (or Community contact) is carried out to its highest level, you can free up resource by answering and	Related to Council Plan objective CW3.2 about improving Customer Service.  a. Produce and implement a Customer Contact Strategy to deliver an efficient, corporate and	tbc	a. Customer Contact Strategy is a core focus of the Fit for the Future Modernisation programme and will be	Liz Shellam, Community Access Manager

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	responding to queries at first point of contact. Good customer service leads to a highly regarded council.	centralised customer services (or customer contact) team.  b. Develop and adopt Corporate Care Standards	July 2022	reported to the monthly officer Modernisation Board  b. Corporate Care Standards are being developed in conjunction with a Member working group. Once adopted by full Council, the standards will be reviewed annually by Community Services & Licensing Committee and performance monitored by Audit & Standards Committee.	
<b>7</b>	<b>Align the council Plans and Strategies</b> As the council's FFF Programme is rolled out, ensure it aligns with the Council Plan, 2030 Strategy and MTFP and there is a clear internal communications plan, alongside the Community Engagement Plan. The Community Engagement Plan could include expected outcomes agreed with communities. There is clearly work done on external communications and engagement with the media. Ensure that there	a. Produce a framework for the Council Plan, Fit for the Future (FFF) modernisation programme & 2030 Strategy.  b. Work with FFF workstream leads to ensure FFF interventions align with MTFP budgets and savings targets.	tbc  As part of regular budget monitoring.	Progress to be reported to the monthly officer Modernisation Board and to Strategy & Resources Committee as part of FFF programme reporting.	Adrian Blick, Strategic Director for Change & Transformation  Andrew Cummings, Strategic Director of Resources

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	is also attention paid to internal communications with a communications strategy to ensure that resources are appropriately assigned to both aspects.	<p>c. The MTFP is to continue to link Council Plan and budget allocations</p> <p>d. Review how best to govern the overall programme of change across FFFP, Council Plan, MTFP and 2030 Strategy.</p> <p>e. Communications Strategy to be produced including Internal Communication</p>	<p>As above.</p> <p>September 2022</p> <p>tbc</p>		Ben Falconer, Corporate Communications Manager
8	<p><b>Working with town and parish councils</b></p> <p>Consider working more effectively with town and parish councils to maximise the developing relationships – whilst developing the Working Together project to put a protocol in place for engagement, continue and enhance the regular forums that are in place already (for example they could be theme based e.g., how towns and parishes can engage in planning policy, or planning consultations and see the results of their engagement).</p>	<p>Continue the work started with Town and Parish Councils as part of Council Plan objective CW3.3:</p> <p>a. Accelerate the Working Together project and adopt the Town and Parish Charter which will set out Consultation, Communication, Engagement and Resource commitments.</p> <p>b. Enhance the regular forums already in place (theme based, e.g. engaging with planning policy/planning consultations).</p> <p>c. Consider the role of Town &amp; Parish Councils during emergency response.</p>	September 2022	Progress to be reported to Strategy & Resources Committee as part of Council Plan progress reporting.	Hannah Emery, Corporate Policy & Governance Manager