

Appendix B

Local Government Association Corporate Peer Challenge 2019 Action Plan

Recommendation / desired outcome		Action since review	Timing
1. Budget and finance	i. Clear timeline and process for delivering a sustainable Medium Term Financial Strategy (MTFS), with clear milestones for Member engagement	Member engagement on the budget is underway. Members are provided with clear reports setting out the current position and options as they arise. This is part of a move to “live budgeting”, which will mean taking decisions on proposals during the year rather than only as part of the annual budget setting process at the start of the new financial year.	From March 2019
	ii. Clearer information to <u>Members</u> on budget	New enhanced revenue and capital budget book issues to all council members. More regular financial reporting to Cabinet members. Financial briefings better integrated into monthly 1-1s between service directors and portfolio holders.	
	iii. Better, clearer and more timely information for <u>services</u> on budgets	Financial statements provided where required on both a priority and a directorate basis. New finance structure has allowed permanent business partners to be developing stronger advisory capacity with services.	
2. Embedding the Borough Plan (BP)	i. One year delivery plan for BP, with prioritised actions, targets and clear budget alignment	Delivery Plan for first year of Borough Plan (2019-20) has been drafted, and will be considered at Cabinet in July 2019.	July 19
	ii. Clear summary of BP priorities that everyone can understand	Posters setting out priorities from delivery plans are being designed for both internal and external audiences, to be produced following the Cabinet decision on delivery plans in July 2019.	
	iii. Golden thread from BP to individual performance objectives	“My Conversation” appraisal process to be updated to include directorate and corporate level moderation to ensure consistency and golden thread.	

3. Transformation programme for whole organisation	i. A transformation programme for the whole council set out, that meets the scale of the financial challenge over the longer term, with clear plans for budget, benefits and delivery etc.	Turn MTFS savings proposals into a programme of activity that stretches across organisation, with an associated review of resources for implementation.	Summer 19
	ii. New ways of supporting transformation that has already been thought through to be implemented urgently	The new approach to the planning, delivery and resourcing of transformation activity that has been developed will now be applied across all of the Council's priorities.	Autumn 2019
4. Housing delivery	i. Clear delivery plan with associated business model for housing targets, with clear officer ownership for all targets at all levels	First high-level iteration included in year 1 Borough Plan delivery plan for housing.	July 2019
5. A stronger corporate centre	i. Clear digital strategy to adopt a more consistent approach to digital transformation	Digital strategy to be agreed.	End September 2019
	ii. Clear investment plan for IT systems	Associated investment plan that sits under strategy to be produced	
	iii. Stronger, better HR capacity	An initial realignment of management reporting lines implemented in March 2019, with a wider review underway of HR services with a view to investing in, and enhancing, HR capacity.	

	iv. Stronger corporate centre to increase capacity creating a more coherent structure, and review of Senior Capacity to support Chief Executive	An initial realignment of management reporting lines was implemented in March 2019, with a wider review underway to look at bringing corporate centre functions together into one service.	
	v. More support for the Leader	A new post has been created, Head of the Leader's Office, separating Leader and Cabinet Support from the Policy team, to provide additional capacity for the Leader of the Council. The post has been recruited to.	
6. Information flow to OSC more timely	i. Information flow to Cabinet Members and Scrutiny to be more timely	Work already underway following recent scrutiny "stocktake"	June 19
7. Communicating better and with "strategic clarity" on key policy priorities	i. Better engagement with businesses	Build on work of economic development team with enhanced approach, linked to work on new economic development strategy.	TBC
	ii. Communicate annual Borough Plan delivery plan	From 2020 annual delivery plans will be published alongside the Medium Term Financial Strategy report in February.	As above
	iii. Identify clear plan for celebrating success	Communications plan, including promotion of case studies and articles in sector press. Staff working group has been set up. New staff awards scheme in place.	Summer 2019
	iv. Clear vision for socio-economic renewal	This is being developed with Members, supported by a working group of senior officers	Summer 2019
	v. Clear vision for community Wealth Building	We will publish a policy framework setting out our approach to Community Wealth Building	Autumn 2019
8. Culture	i. Distribution of leadership more widely: Corporate Board 'leads' on specific areas of work; wider cultural ways of working for senior managers	Refreshed focus of Corporate Leadership Group meetings. Focus group of leaders considering how we can meet the recommendation for more distributive leadership. Management focus on empowering and delegating.	From summer 2019

	<p>ii. Bring plans for change together under the Your Council priority, including the Front Office Back Office programme, workforce strategy, systems leadership work and supporting infrastructure, i.e. accommodation and technology, with a narrative framing these changes that sets out the kind of culture that we want to see in the organisation.</p>	<p>Culture will be the focus of senior management team discussion in July.</p>	
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