

## APPENDIX 2 - PEER CHALLENGE ACTION PLAN

Formal recommendation ref (listed on page 16)	Recommendation	Action to be taken	Responsible officer	Target Date	Progress to date
1. (page 4, para 2)	Engage local communities and partner organisations more actively in the development of your priorities and objectives.	<p>The annual update of Council Plan actions (2015/16) is currently underway – this is the last year of the current plan.</p> <p>The development of the new Council plan will take place during 2015/16. A programme of engagement with key stakeholders will support the development of the new plan.</p>	Chief Executive (Group Manager – Corporate Services)	March 2016	<b>COMPLETE</b> - a new Council Plan (2016-2020) was approved by Council on 19 April 2016. Limited engagement has taken place with key stakeholders in formalising the plan though the plan has been shared with stakeholders following approval. An event is also being planned with the voluntary sector forum to promote the plan.

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2. (page 6, para 1)	Develop a systematic approach to gathering customer feedback and incorporate it within your performance management arrangements.	1) Review customer feedback systems in service areas to ensure there is a consistent and appropriate approach and feedback is acted upon. 2) Devise an effective residents' survey in order to drive performance.	Chief Executive (Group Manager – Corporate Services)	December 2015  <del>July 2016</del>  November 2016	<b>1) COMPLETE</b> - Improvement work in Revenues and Benefits and Customer Services has included the development of new locally collected performance data to better manage and monitor delivery. Corporate Customer Care Standards have also been implemented as part of the Customer Care Strategy.  <b>2) IN PROGRESS</b> resident's satisfaction will be considered as part of the website project rather than a postal survey as undertaken previously.
3. (page 6, para 2)	At the point you come to review your Council Plan, consider expressing your priorities in a way that is more focused on outcomes.	Develop a new Council Plan so that it is outcome focused.	Chief Executive (Group Manager – Corporate Services)	March 2016	<b>COMPLETE</b> – a new Council Plan (2016-2020) was approved by Council on 19 April 2016.

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4. (page 6, para 3)	Keep under review your capacity to deliver the current level of activity and regularly re-visit your volume and range of priorities.	<ol style="list-style-type: none"> <li>1) Use Council Plan to refocus priorities.</li> <li>2) CLT will regularly review projects, workloads and related sickness absence.</li> <li>3) Look to improve project management capacity.</li> </ol>	Corporate Management Team	March 2016	<p><b>COMPLETE</b></p> <ol style="list-style-type: none"> <li>1) Approval of new Council Plan (see 1 and 3 above)</li> <li>2) Sickness absence is monitored and reported through the performance management framework. At O&amp;S Committee on 14 November 2016, it was approved to hold a workshop to review the Absence Management Policy.  The Council has recently been accredited as a Timewise Council which will look at innovative ways of flexible working and flexible hiring.</li> <li>3) Significant projects such as the leisure centre and Tewkesbury Regeneration project have dedicated project support. The internal project management</li> </ol>

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					framework has also been reviewed and updated which will enable greater scrutiny and accountability to individual projects.
5. (page 8, para 4)	Develop specific actions to meet the identified revenue shortfall as a matter of priority.	Transform Working Group with CLT will develop a financial plan with specific actions.	Corporate Leadership Team (Group Manager – Finance and Asset Management)	December 2015	<b>COMPLETE</b> - 5 year plan based on MTFS 2016 -2021 was produced and shared with Members. Updated plan being developed based on latest MTFS assumptions. This will be an ongoing process.

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6. (page 9, para 3)	Build on the positives of your current culture by encouraging more rigorous challenge including Members to Members; Members to officers and officers to officers (include review of effectiveness of portfolio briefings).	<ol style="list-style-type: none"> <li>1) Address this through develop member development programme and officer development programme.</li> <li>2) Build on current review of effectiveness of O&amp;S Committee.</li> <li>3) Review effectiveness of portfolio briefings with lead Members.</li> </ol>	Corporate Leadership Team	March 2016	<p><b>COMPLETE</b></p> <ol style="list-style-type: none"> <li>1) A comprehensive induction programme has been delivered to Members. The development of the programme is ongoing throughout the term of the Council and further training and development continues to be organised and well attended.</li> <li>2) The O&amp;S Committee Membership is still relatively new. In February, the Committee held a workshop to review its effectiveness and this included training and development. Areas for further development included an independent person attending and feeding back on and O&amp;S meeting which took place in June and the</li> </ol>

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					<p>introduction of pre-briefings which have taken place on a trial basis at the last three meetings.</p> <p>3) These appear to be working well and will continue as programmed.</p>
7. (page 15, para 3)	Revamp your website and develop a programme that sets out how and when you intend to achieve channel migration.	<p>Develop a new customer services strategy to include:</p> <ol style="list-style-type: none"> <li>1) Channel shift.</li> <li>2) Review and update of the website.</li> </ol>	Deputy Chief Executive (Group Manager – Corporate Services)	<p>March 2016</p> <p><del>March 2016</del></p> <p>June 2016</p> <p>November 2016</p>	<p><b>1) COMPLETE-</b> A Customer Care Strategy including corporate care standards was approved at Executive Committee on 9 March 2016.</p> <p><b>2) IN PROGRESS –</b> the website project has commenced and regular updates provided to the Transform Working Group.</p>

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8. (page 9, para 5)	Review the Member development programme with a view to ensuring that it is aligned with overall organisational culture change.	Following the Borough Elections, a needs and skills analysis will be offered to all Members leading to personal development plans aligned to the requirements of the Council.	Borough Solicitor  (Group Manager – Democratic Services)	<del>December 2015</del> Jan 2016 September 2016	<b>IN PROGRESS</b> - Skills questionnaire needs to be developed. In lieu of this, development continues, for example Chairing Skills and Speed Reading.

Other identified recommendations	Recommendation	Action to be taken	Responsible Officer	Target Date	Progress to date
9. (page 4, para 3).	Council should consider whether it can 'prioritise its priorities' to ensure that it is focusing on the key activities that will continue to transform its services and internal capacity. Include looking at ways to streamlining monitoring activities.	See 1) and 3) above plus look at key corporate monitoring systems to identify any opportunities for streamlining.	Chief Executive (Group Manager – Corporate Services)	March 2016	<b>COMPLETE</b> – the new Council Plan has refreshed priorities supported with a focus on new initiatives such as commercialism and digitalisation. The latter has already streamlined activities such as FOI and complaints reporting.
10. (page 7, para 7)	Create a more active political awareness and engagement with Members with regards to financial management.	<ol style="list-style-type: none"> <li>1) Financial awareness training to be included within Members' induction.</li> <li>2) Establish and run a programme of member events to engage with Members on financial management.</li> </ol>	Deputy Chief Executive (Group Manager – Finance and Asset Management)	June 2015  March 2016	<p><b>COMPLETE 1)</b> Financial awareness session was held as part of member's induction and received very positive feedback.</p> <p><b>COMPLETE 2)</b>A number of events have taken place since induction to ensure engagement on financial management continues. For example, use of external speakers at TWG, Deputy Leader presentation at Council, O&amp;S Committee performance management workshop (incl finance). Further training events such as Audit Committee training are part of normal business.</p>



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11. (page 8, para 1)	Consideration should be given as to whether you are able to invest more in the growth agenda to expedite financial returns.	CLT and Transform Working Group (TWG) to consider opportunities in relation to the growth agenda.	Corporate Leadership Team	March 2016	<b>IN PROGRESS</b> –TWG and senior management are working together to consider commercial opportunities. For example, the Council is currently exploring the potential of a Housing Development Company and investing in new retail units within the Borough. Other opportunities being investigated but returns are limited to the margin over borrowing costs.
12. (page 10, para 5)	Maximise the contribution of Overview and Scrutiny Committee.	O&S have commenced a review of effectiveness and a formal action plan will be developed.	Chief Executive (Group Manager – Corporate Services)	May 2016	<b>COMPLETE</b> - A review of effectiveness workshop was held in February 2016 and an action plan developed. This includes training and development (including peer mentoring)
13. (page 10, para 6)	Review the Constitution in its entirety to ensure it is up to date.	In consultation with Members, review and update the constitution.	Borough Solicitor (Group Manager – Democratic Services)	May 2016 December 2016	<b>NOT YET COMMENCED</b> – the administration of the recent PCC Election and Referendum has taken priority.

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14. (page 12, para 5)	Further work is necessary to develop the collective role of the group managers.	A programme of management development has been developed and is taking place.	Chief Executive (Group Manager – Corporate Services)	June 2015	<b>COMPLETE</b> – a management development programme for the whole management cohort has been undertaken. Learning experiences from this can be replicated through all tiers of the Council.
15. (page 13, para 3)	Implement an up to date workforce strategy incl a consistent approach to agile working.	A workforce strategy will be developed to support the Council’s transformation agenda.	Chief Executive (Group Manager – Corporate Services)	<del>December 2015</del> March 2016 September 2016	<b>IN PROGRESS</b> – initial work has started to develop a strategy. Work was delayed due to the sickness absence of the lead officer.