

Appendix 2 – Progress Against 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 (Head of Corporate Services)	March 2016	COMPLETE (reported to O&S 19 July 2016) - 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 key stakeholders.
2. (page 6, para 1)	Develop a systematic approach to gathering customer feedback and incorporate it within your performance management arrangements.	<ol style="list-style-type: none"> 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 (Head of Corporate Services)	December 2015	1) COMPLETE (reported to O&S 19 July 2016) - 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.

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				July-2016 November 2016	<p>2) COMPLETE – A Citizens’ Panel has been promoted during the year with over 200 residents signed up to it. To date, the Panel has been used for ongoing feedback regarding the new website. The new website went live in November and will now be looked at to see how it can be used as a source of obtaining residents’ satisfaction. Moving forward, service areas will be encouraged to use the Panel. A new complaints framework has also successfully been implemented.</p>

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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 (Head of Corporate Services)	March 2016	COMPLETE (reported to O&S 19 July 2016) – a new Council Plan (2016-2020) was approved by Council on 19 April 2016.
4. (page 6, para 3)	Keep under review your capacity to deliver the current level of activity and regularly revisit your volume and range of priorities.	<ol style="list-style-type: none"> 1) Use Council Plan to refocus priorities. 2) CLT will regularly review projects, workloads and related sickness absence. 3) Look to improve project management capacity. 	Corporate Leadership Team	March 2016	COMPLETE (reported to O&S 19 July 2016) <ol style="list-style-type: none"> 1) Approval of new Council Plan (see 1 and 3 above) 2) Sickness absence is monitored and reported through the performance management framework. A review of the Absence Management Policy is a future item for O&S Committee. 3) Significant projects such as the leisure centre, LEADER, and Tewkesbury Regeneration project have been supported with dedicated project

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					support. The internal project management framework has also been reviewed and updated to 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 (Head of Finance and Asset Management)	December 2015	COMPLETE (reported to O&S 19 July 2016) – a rolling 5 year MTFS, developed in consultation with Members has been produced. Reviewed annually.
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"> 1) Address this through develop Member development programme and Officer development programme. 2) Build on current review of effectiveness of O&S Committee. 3) Review effectiveness of portfolio briefings with Lead Members. 	Corporate Leadership Team	March 2016	COMPLETE (reported to O&S 19 July 2016) 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

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					<p>to be organised and well attended.</p> <p>2) Effectiveness work has taken place with the Committee and this work will continue during the Committee's life cycle. This work has included the implementation of pre-briefings, a six monthly O&S newsletter, independent critique of the Committee and additional training needs.</p> <p>3) How Lead Members wish their briefings to be managed is a personal choice. No negative feedback has been received and they will continue as programmed.</p>

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7. (page 15, para 3)	Revamp your website and develop a programme that sets out how and when you intend to achieve channel migration.	Develop a new Customer Services Strategy to include: 1) Channel shift. 2) Review and update of the website.	Deputy Chief Executive (Head of Corporate Services)	March 2016 March 2016 June 2016 November 2016	1) COMPLETE (reported to O&S 19 July 2016)- A Customer Care Strategy including corporate care standards was approved at Executive Committee on 9 March 2016. This strategy is supported by a Digital Strategy which provides the platform to offer online alternatives for our customers. 2) COMPLETE – the new website went live at the end of November.
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 (Head of Democratic Services)	December 2015 Jan 2016 Sept 2016	COMPLETE – online skills questionnaire available to all Members and development plans available as requested.

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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 (Head of Corporate Services)	March 2016	COMPLETE (reported to O&S 19 July 2016) – 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, complaints reporting, internal help desk facilities (ICT and Property).
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"> 1) Financial awareness training to be included within Members' induction. 2) Establish and run a programme of Member events to engage with Members on financial management. 	Deputy Chief Executive (Head of Finance and Asset Management)	June 2015 March 2016	<ol style="list-style-type: none"> 1) COMPLETE (reported to O&S 19 July 2016) A financial awareness session was held as part of Members' induction and received very positive feedback. 2) COMPLETE (reported to O&S 19 July 2016) A number of events have taken place since induction to ensure engagement on

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					financial management continues. Additional working groups established for specific finance related activities e.g. Commercial Investment Board.
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 to consider opportunities in relation to the growth agenda.	Corporate Leadership Team	March 2016	COMPLETE – internal and external funding invested in planning policy and development management to meet demand, progress the JCS and tackle specific growth areas such as junction 9. A commercial theme has been added to the Council’s Transform Programme. This has already seen a significant property investment come to fruition with further monies allocated for similar investments. Approval has also been given for the regeneration of Spring Gardens/Oldbury Road site.

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12. (page 10, para 5)	Maximise the contribution of Overview and Scrutiny Committee.	O&S has commenced a review of effectiveness and a formal action plan will be developed.	Chief Executive (Head of Corporate Services)	May 2016	COMPLETE (reported to O&S 19 July 2016) - A review of effectiveness workshop was held in February 2016 and an action plan developed. This includes training and development (including peer mentoring) which is an ongoing action.
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 (Head of Democratic Services)	May 2016 December 2016	NOT YET COMMENCED – Other projects have taken priority such as the Police and Crime Commissioner Elections, the EU referendum, Neighbourhood Plan referendums and the review of Borough Ward boundaries. Resources are now focused on the County Elections and completing the Ward Boundary review. 2018 will be the first year for over 10 years when there are no major elections scheduled and priority will be given to completing the

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					update of the Constitution. In the meantime, the constitution is still a serviceable document available on the internet.
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 (Head of Corporate Services)	June 2015	COMPLETE (reported to O&S 19 July 2016) – A management development programme for the management cohort has taken place. A new training programme will be developed for the new management team.
15. (page 13, para 3)	Implement an up to date workforce strategy including a consistent approach to agile working.	A workforce strategy will be developed to support the council's transformation agenda.	Chief Executive (Head of Corporate Services)	December 2015 March 2016 September 2016 February 2017	IN PROGRESS – a draft strategy has been produced. This will be presented at Executive Committee in March.