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Chief Executive
Tewkesbury Borough Council
Council Offices
Gloucester Road
Tewkesbury
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17 December 2014

Dear Mike

**Tewkesbury Borough Council Corporate Peer Challenge 11th-14th
November 2014**

On behalf of the peer team I would like to say what a pleasure and privilege it was to be invited into Tewkesbury Borough Council to deliver the recent corporate peer challenge as part of the Local Government Association (LGA) offer to support sector led improvement.

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Tewkesbury were:

- **John Robinson**, Chief Executive, Gedling BC
- **Gill Elliott**, Peer Support Adviser, LGA
- **Val Green**, Head of Organisational Development, Tunbridge Wells BC
- **Mike Hammond**, Director of Transformation at Babergh DC and Mid Suffolk DC
- **Councillor Lynda Turner**, Deputy Leader and Executive Member for Communities & Environmental Services at Breckland DC
- **Bob Ross**, LGA Peer Challenge Manager

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Chief Executive: Carolyn Downs

Scope and focus of the peer challenge

You asked us to provide an external 'health-check' of your organisation in the context of your plans for the future. In particular you asked for peer observations on your programme of transformation. We have done this by considering the following core components looked at by all corporate peer challenges:

1. Understanding of the local context and priority setting: Does the council understand its local context and has it established a clear set of priorities?
2. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
3. Political and managerial leadership: Does the council have effective political and managerial leadership and is it a constructive partnership?
4. Governance and decision-making: Are effective governance and decision- making arrangements in place to respond to key challenges and manage change, transformation and disinvestment?
5. Organisational capacity: Are organisational capacity and resources focused in the right areas in order to deliver the agreed priorities?

In addition and in relation to your programme of transformation we looked at the following questions that you asked us to consider

- Is there a cohesive and understandable message as to the kind of council that you want to be and is it clear to staff, stakeholders and the community?
- Do people own this and are they signed up to the changes the Council is embarked upon?
- Will the programmes to manage, engage and develop the council deliver the transformation desired?
- Have you missed anything?

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement-focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days on-site at Tewkesbury, during which they:

- Spoke to a wide range of people including a range of council staff together with councilors and external partners and stakeholders
- Gathered information and views from meetings, workshops and additional research and reading
- Collectively spent more than 250 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Tewkesbury

This letter provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (11th – 14th November 2014). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

Summary of feedback: overall observations and messages

The Council has an energetic and active approach towards its service delivery and in developing itself as an effective organisation with a strong emphasis on value for money. It has not only undertaken many internal transformation activities to achieve these aims but it has also maintained an external focus and developed very good relations with partner organisations at all levels of operation. The levels of resident satisfaction both with Tewkesbury Borough and the council itself are very high.

There is a strong sense of community leadership and the Council has an ambitious growth agenda for both business and homes. It is pioneering a multi-service and partner approach to its activities e.g. the impressive public service centre approach in the civic offices. The Council wishes to extend this approach still further and is embarking on a 'Place' initiative which is designed to help ensure that all public services are co-ordinated around the needs of individual communities. This approach will also have benefits within the council itself, helping to discourage silo working and develop the new tier of group managers as a corporate team.

An area for the Council to examine, however, is whether there is a clear enough link between its community engagement activities and the setting of the Council's overall priorities. This examination could also include discussions with business and partner organisations to ensure that there are truly shared outcome priorities.

The Council is ambitious and wishes to improve still further. To assist this it has put in place a wide ranging multi – activity transformation programme. Staff and other stakeholders understand and own these transformation activities. The emphasis on transformation has been so fully embraced by the Council that there are also many transformation activities taking place outside of the formal programme

A possible danger for the Council is that it may actually be trying to do too much in too short a time. A feeling that some staff are becoming overstretched was expressed during various discussions. Given the likely reduction in resources the 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 capability. This could include looking to see if there are ways to streamline monitoring activities as a way of increasing officer capacity.

The Council is not unique in having financial pressures. Its capital reserves will be reduced significantly in order to finance a new leisure centre and the Medium Term Financial Strategy (MTFS) identifies a revenue funding gap of around £2.8m over the five years life of the MTFS. However, you have identified your financial pressures well and undertaken good risk analysis. This approach includes prudent use and predictions of New Homes Bonus (NHB) income and your transformation programme should also produce significant savings. You have identified some capital assets that you may be able to sell to boost the capital reserve. Although you are obviously working on tackling your financial pressures it would be prudent to firm up specific actions as soon as possible as to how these pressures will be met.

The written feedback below presents some additional detailed points and further explanation of the key issues arising during the peer challenge. There are, of course, still things to be done but you have already delivered significant achievements and are determined to continue your ambitious improvement journey. The peer team found that there was much for the Council to be proud of and it 'punches above its weight' at a local, county and regional level. It is also suggested that the Council takes time to celebrate what it has already achieved so far.

Summary of feedback: current performance, ability and capacity to deliver future ambitions

Understanding of local context and priority setting

Throughout the peer challenge there was a real feeling of enthusiasm and commitment to Tewkesbury Borough from all the groups and individuals that we met. It was evident that there is pride in the borough and its individual communities. Members spoke knowledgeably about their individual wards and the Council collectively has an ambitious growth programme for homes and businesses in the borough. There is a strong sense of identity and this helps drive the vision for the borough.

You intend to build on this approach and positive steps are being made to get even closer to your communities. This includes embarking upon a 'Place' initiative to develop further cross public sector working for the borough and help ensure a truly local focus. This initiative will enable further partnership working and identify areas where you can facilitate or enable other bodies to deliver prioritised and co-ordinated support to your communities

The recent resident survey demonstrated high levels of satisfaction with both Tewkesbury and the Council itself. These levels are a considerable achievement and would not be possible without proactive development of your services.

Within your five key priorities there is clear evidence that the Council is taking positive action to ensure that change really happens. This change has both an inward and external focus. As mentioned, the growth programme includes both business and housing growth. However, the Council is also transforming itself through a planned and co-ordinated transformation programme, internal streamlining etc. The Council has a strong emphasis on value for money and is reviewing all its services to ensure it delivers good quality services and at low cost. Staff are fully engaged with this.

The peer team did feel that the Council would benefit from a more systematic approach to the gathering and use of customer feedback. There was limited evidence about how local residents had informed the Council Plan and some business and voluntary sector partners would value having more input to the setting of priorities. In addition, more effective use could be made of customer feedback to drive performance improvement. It may be helpful, for example, to consider how residents surveys, such as the one undertaken in 2013, could feed into the annual service and budgetary planning process and be used to drive service improvement.

Allied to this, although the objectives and actions in your Council Plan give an indication of what is meant by each priority, the team felt that the initial statements could have greater impact if they were more explicit in terms of what you were trying to achieve i.e. were more outcome focused. How the current priorities are expressed makes measurement difficult and the peer team felt that there is scope to articulate specific aims to enable the community and staff to have a clearer understanding of the Council's initiatives.

There are significant potential benefits from your growth agenda, but it may be timely to consider whether current levels of service are sustainable and affordable in the future. The growth agenda itself will require additional support in order for it to be delivered successfully. The peer team did not see much evidence of consideration of stopping things or providing lower levels of service. The service reviews are providing an opportunity to look at how services are delivered and whether there are things that can be done differently. There may be opportunities within these reviews to consider whether current performance targets are realistic given future financial constraints.

The peer team felt that the Place initiative is a really exciting development. In the short term this will place further work pressures upon officers etc. and this should be taken into account. The role of the group managers as a team is vital here as they take on new area responsibilities and this will also have benefits in terms of their corporate team development. Care should be taken to ensure this does not create an over-stretched group of officers.

You should also continue to follow your practice of seeking examples of good practice from others when developing this initiative and ensuring that there are clear outcome criteria for measuring its success.

Financial planning and viability

The Council (along with many others) is facing significant financial challenges. You have good awareness of these as a corporate body and these challenges are well articulated in your MTFS which was published in October 2014. The MTFS also sets out a clear summary of your financial objectives and principles.

One of the main planks of your financial strategy is the amount of New Homes Bonus (NHB) that you will receive. Despite the financial pressures you have not taken an unrealistically optimistic approach to this income stream and the MTFS has adopted a prudent principle that the maximum NHB to be utilised for base budget support is 65%.

As stated, the growth agenda for the borough is ambitious. You are also aware that this agenda will help create an increase in the demand for services and will need investment to meet those needs. To help with this you have established a good relationship and influence within your Local Enterprise Partnership (LEP).

Another element on your MTFS is to create savings through your transformation programme. You have identified that this programme will require support and some initial investment. To help ensure that the transformation takes place and savings actually achieved you are creating a transformation reserve of £350k. This is a clear example of both an 'Invest to Save' and "Value for Money ' approach. Aligned with this are the service baseline reviews you are undertaking. These should aid prioritisation for savings potential.

You are also debt free and have a number of capital assets that you are examining for income potential. Although you have a sizeable investment portfolio current interest rates mean that your returns on this are limited and you are seeking ways to improve this and £2m has been set aside with a view to exploring this. You have also undertaken a prudent 'sensitivity analysis' of your overall strategy.

We were made aware that the annual budget process had been refined and would support steps being taken to ensure a closer alignment between the setting of corporate and service priorities and the budget process.

Additionally there was some evidence that not all members are aware of the financial position of the council and the financial position of individual service areas. This financial understanding is very important given the financial pressures facing you, prioritisation etc. and you should consider how to create a more active political awareness and engagement in the financial management of the authority

You have shown your willingness to invest in activities that will produce savings or financial returns. The plans you have for the growth of homes and business in the borough should produce financial returns for you. Consideration should be given as to whether you are able to invest more in the growth agenda to expedite financial returns.

Your MTFS identifies two key immediate financial issues. These are that the current Capital Programme will deplete capital reserves to around £2.33m by March 2017. This is a level that will not meet future ambitions for asset investment, town centre redevelopment and the continuation of the Disabled Facilities Grant (DFG) programme at the current level.

Additionally the MTFS identifies that due to various revenue pressures there may be a funding gap of £2.83m over the five year life of the MTFS including a revenue funding deficit of £807k for the 2015/16 financial year.

You are actively seeking ways to help resolve both of these issues and have already identified some specific actions that should generate around £500k of savings e.g. vehicle replacement, waste services and leisure services management plus an identification of possible capital sales. However, it is necessary to firm up further specific actions as soon as possible as to how these gaps will be met.

Political and Managerial Leadership

It was evident that there are positive relationships and high levels of trust between elected members and officers. There is an officer/ member protocol which is robust and followed. On both sides there is an open, inclusive and honest leadership and management style that has led to good working relations and is reflected in the high levels of commitment by staff. The Chief Executive is very high profile and accessible in conducting staff briefings etc. In addition communication channels such as the 'Myth Busters' facility on the intranet are used to encourage communication.

Care has been taken to streamline the senior management structure with a significant reduction of posts at what is now the Group Manager level. This has been successful in a number of respects including clearer accountability and, swifter decision-making and improved communication. Within the new structure members are fully aware of whom to contact and lead members also work closely with appropriate senior officers to manage their portfolio responsibilities

The leadership and management are very aware that they should not work in isolation and have taken proactive steps to develop good external relationships and are developing these still further. Indeed you are pioneering many elements of public sector reform and already there is an impressive public service centre approach within the civic offices with some partners operational staff being located within the civic offices. Partners spoke highly of the Council's approach to joint working and felt that they had strong relationships with you. The feedback from your community and voluntary sector groups we met and spoke to was that the Council is working with them to benefit residents in all parts of the borough and partners felt they are recognised as assets in this respect.

This approach extends to the County Council and other district councils with the joint core strategy pre-submission and sharing of legal services being given as examples of effective joint working.

As part of continuous improvement, encouraging both internal and external challenge is important. Care should be taken to ensure that the high levels of trust and confidence mentioned above does not 'blunt' such challenge. You may wish to consider how to ensure such challenge explicitly takes place and provide opportunities for this to happen. Several members of the Executive Committee reported that they would personally welcome a greater degree of challenge and more rigorous holding to account of the Executive Committee. One method of achieving this may be for Executive Committee members to personally present reports to Overview and Scrutiny.

Similarly care should be taken to ensure that briefings provided to portfolio holders provide sufficient time-lines, costings and performance indicators to allow for more informed discussion and challenge of officers.

Allied to this is that the culture change that has occurred and is still taking place should include elected members. Although a wide range of member development activities were reported it was noted that these were primarily based around information sharing. The Council should consider whether it can also place greater emphasis on developing the skills of members particularly as new leadership and management skills will arise from your transformation programme and partnership activities. Consideration should be given as to how the induction process for new members can contribute to this and the overall culture change.

Governance and decision-making

The governance arrangements for your Council are sound. Appropriate protocols exist for topics such as member officer relationships and we were not made aware of any standards issues or challenges/ complaints about formal procedures.

The peer team were informed that in the past decision-making could be a protracted process. The Council is now a more confident and less risk averse organisation that has proved itself able to make difficult decisions and to speed up its internal procedures.

The vision of the Council is to ensure 'Tewkesbury is a place where a good quality of life is open to all'. Ward members take this vision very seriously and are clearly champions for their areas and were consistently passionate about trying to make lives better for their communities. Each ward obviously has its own needs and level of support required. Members have good awareness of this and appear realistic in their expectations. It is hoped that the Place initiative will help enhance this localised, co-ordinated approach and actively engage residents and support their pride in their areas.

During the course of the peer challenge there were some comments received regarding the encouragement of participation of ward members and the public. Although it was difficult to examine this in detail during the timeframe of the peer challenge you may wish to consider how you can encourage greater participation in formal and informal meetings. Some members felt that when putting motions forward on behalf of their residents they should be given more prominence and encouraged/ enabled to have a greater level of discussion.

Overview and Scrutiny has proved it can make an impact and contribute well to policy development. A particular example of this is its work on reviewing and making recommendations regarding car park arrangements. The peer team would encourage you to ensure that the committee's contribution is maximised and they are producing more examples of such impact.

Although no governance issues were identified it is understood that the constitution was last totally reviewed 12 years ago. Many parts of the constitution have been reviewed and amended since that time to reflect changes in legislation/circumstances. However, it would be prudent to review it in its entirety to ensure that it is up to date – especially in the light of the Council moving forward its transformation programme at such a pace.

Organisational Capacity

All the staff peers spoke to were proud to work for the Council and keen to provide a good service for residents. They recognise the journey that the Council has been on in recent years and understand why you need to continue the change process. They were all able to articulate what the transformation programme is aiming to achieve and they can already see some of the benefits e.g. less silo working and a better relationship with partners who share the Council building.

The management restructure in 2013 achieved savings of £500k. It also created the opportunity for some of the Heads of Service to step up to the role of Group Manager. This group is a key link between strategic and operational functions. Many staff spoke of how they felt the speed of decision-making and accessibility had been enhanced by the new management structure.

There are good opportunities for staff training and development. A new Personal and Professional Development approach has been introduced and there were good examples of advantage being taken of learning from other local authorities together with a mix of training, mentoring, coaching etc. The Council is investing in management development with an external provider having been commissioned to deliver a management development programme down to Operational Manager level. Phase 1 has been completed and Phase 2 is about to start.

The Public Service Centre and co-location of some key partners is already having benefits and assisting capacity. Partners and Council staff spoke about improved relationships and better opportunities to work together on issues. Examples include fraud investigation between CAB and the Revenues and Benefits team and work on arson between the Council, the Fire Service and the police. All the partners felt welcomed by the Council and that close partnership working was assisting their own services.

In order to assist your transformation activities you have been willing to invest in bringing in specialist resources when necessary to supplement internal capacity. External consultants have assisted with the IT review; development of the Leisure Centre; the Regeneration development and the office refurbishment project. This willingness to invest in specialist support to supplement your own capacity is welcomed.

The Council has a successful apprenticeship scheme. On average six apprentices are taken on each year and many have found permanent jobs. This scheme obviously has a number of benefits for the individual apprenticeships and is also contributing to a younger demographic inside the Council.

The transformation programme and your culture change are developing more agile and flexible working style within the Council. Open plan offices means staff are gaining a better understanding of other teams' work areas. There is also more homeworking use of hot desks and flexible working which is allowing staff to balance their own domestic needs without impairing the delivery of your services.

A more open, creative and customer focused culture is increasingly emerging. This is recognised by having a lead Member for Customer Focus. The Council is looking at how customers access services and encouraging more digital contact via channel shift.

Improvements to the reception area in the Public Service Centre have already been implemented including a joint reception. Further improvements and the use of a floorwalker to assist customers are planned.

Further work is necessary to develop the collective role of the group managers. They are now a corporate team at this level and it is noted that how they operate as such is to be part of the management development programme. There was some evidence of group managers collaborating on projects but some felt that the need to focus on major issues such as Planning, Housing and Waste left little capacity for corporate working as a team. There is scope for group managers to operate in a more corporate way including undertaking more forward thinking activities.

There also appeared to still be some uncertainty amongst the managers as to whether their roles are partly strategic, tactical, partly operational or a combination of all three. It is understood that a review is underway of the pay and grading structure of the Group Manager role to recognise their new responsibilities and ensure that they reflect the structure and role differential between the group and operational managers. This review is welcomed by the peer team.

Similarly, Operational managers are still adapting to their new ways of working with their Group Managers. The Council should ensure that there are no 'un-tapped' talents within this tier and there are opportunities to further up-skill these managers via Phase 2 of the management development programme to maximise their potential. This will also better enable future succession planning.

The Council is managing a number of high profile projects including the economic growth agenda, new leisure centre, the depot services transfer project, delivering the Joint Core Strategy, Place initiative, developing a customer focus with a new Customer Access model, asset management projects. At the same time it is undergoing a significant culture change programme and looking to make savings of almost £3m over the next four years. The peer team is concerned that the Council may be trying to take on too much at one time and that the pace and delivery of all these projects may not be sustainable. Peers heard that some staff are beginning to feel over stretched as a result of the number of transformation activities, restructuring, greater spans of control, loss of admin support etc.

It was noted that there is not an up to date workforce strategy. As you are undertaking a wide transformation programme there will be many effects on your workforce. A workforce strategy should be developed to identify, supply and deal with the new skills, flexibility, ways of working, succession planning and organisational development. At this early stage progressing agile working also appeared inconsistent across the Council and you may wish to consider how the benefits to both the Council and to staff can be widened.

Various IT difficulties were described to the peer team such as hardware being old and dated, homeworking IT interfaces not working consistently, low levels of IT literacy amongst some staff and Members. There is a recognition that better IT will be needed to support a number of business development initiatives including channel shift and the expansion of One Legal. The Council has recognised this need to invest in its IT infrastructure and a review of this is underway with external specialist advice having been commissioned to assist with this.

Transformation

There is a clear commitment to transformation of how the Council manages itself, provides services and works with others. You have embarked upon a wide ranging multi – activity transformation programme and have identified four key streams of activity: Partnerships and Commissioning, Use of Buildings, Using Technology and Sustaining Improvement, People and Culture. There are detailed projects within each stream and the peer team feels that you are focusing on the right areas.

It is important to note, however, that Transformation is also, and as importantly, taking place beyond the formal programme. This is evidence as to how the whole Council has embraced the need to change and transformation is now ‘organic’ as well as managed through the formal programme. Your staff understand and can articulate the need for change in their own language and they own the transformation activities.

It was noted by the peer team that your Transformation activities have already delivered some significant achievements. Impressive examples of actual delivery of projects include the Public Services Centre, very significant improvements in your revenues and benefits processing etc. The management re-structuring exercise has also not just reduced costs but is having benefits in terms of breaking down silos internally and with partners. This is providing a good base for further transformation.

One of the reasons for your success is your willingness to look externally to learn from best practice with visits to other authorities to look at services such revenues and benefits, leisure centre management etc.

As already mentioned your Place initiative will complement and enhance your transformation programme. Although it has a focus upon identifying and meeting specific local needs it also has the potential to achieve many ‘spin-offs’. These include new management ways of working and a significant boost to your culture change programme as Group Managers, partners etc. work together across management boundaries to achieve commonly shared aims.

An area that you asked us to examine was whether there is ‘a cohesive and understandable message as to the kind of council that you want to be’. Without doubt your staff understand why and what changes are being enacted and there is a danger that you are over-complicating a message to an already converted audience. The peer team suggests that you keep your message simple, punchy and with an emphasis on outcomes and avoid too much detail. Consideration should also be given to ensuring that

you are also adopting this same approach with partners and the community itself and that there is a clear and simple message which is well understood by all.

Your ambition for transformation is evident. Care must be taken that the combined growth agenda, service reviews and transformation programme do not become over-stretching. Your staffing and financial resources are reducing but you appear to be trying to increase your range of activities. You should ensure that you have 'prioritised your priorities' and consider how to be certain that you are making sufficiently strategic choices on how best to use your decreasing resources. A way to help this prioritisation may be to develop explicit success measures for the transformation programme expressed in terms of outcomes and identify which activities most contribute to these.

The amount of activity you are undertaking must, of course, be properly managed and monitored. However, the same transformation approach should be applied to these management/ monitoring activities. Care should be taken to ensure that some of the formal agenda led and committee style meetings and paperwork are not using up capacity without adding real value.

Community groups and the private sector advised us that the Council's Web site was difficult to navigate around and 'clunky'. We are aware from comments at other meetings that improvements to the planning information on the web site have been well received. Hence there are mixed messages but it does appear that there is scope to improve the web site.

This will also be important to enable channel shift which is a key part of your transformation strategy and one that you may wish to consider giving a stronger focus to. We heard about initiatives such as the online bulky waste collection forms and we note that the Council has purchased the online forms package from FIRMSTEP, but it was difficult to discern an overall strategy for channel shift. The team felt that this should be an important element of your transformation programme and the improvement of the web site would contribute to this.

Our recommendations: suggestions and ideas for your consideration

In addition to the areas listed above, the peer team suggests you consider the points below. These are based on what we saw, heard and read. Drawing on our experience of the sector and knowledge of local government improvement, the following are things we think will help enable the above transformation and make best use of your skills and experience, deliver some quick wins, and develop the strengths you will need to progress your improvement agenda:

1. Engage local communities and partner organisations more actively in the development of your priorities and objectives
2. Develop a systematic approach to gathering customer feedback and incorporate it within your performance management arrangements
3. At the point you come to review your Council Plan, consider expressing your priorities in a way that is more focused on outcomes
4. Keep under review your capacity to deliver the current level of activity and regularly re-visit your volume and range of priorities
5. Develop specific actions to meet the identified revenue shortfall as a matter of priority
6. Build on the positives of your current culture by encouraging more rigorous challenge including members to members; members to officers and officers to officers
7. Revamp your website and develop a programme that sets out how and when you intend to achieve channel migration
8. Review the member development programme with a view to ensuring that it is aligned with overall organisational culture change

We have attached a set of slides that summarise the above feedback. The slides are the ones used by the peer team to present its feedback at the end of the onsite visit.

Next steps

We have sought to highlight the many positive aspects of the council through the peer challenge process but we have also outlined some areas for further consideration. You will undoubtedly wish to reflect on these findings and suggestions made with your senior managerial and political leadership before determining how the council wishes to take things forward. This might include how and when you communicate the findings of the peer challenge and your response to them, both internally and externally.

As part of the peer challenge process, there is an offer of continued activity to support further development. We will endeavour to signpost you to other sources of information and examples of practice and thinking.

In the meantime we are keen to continue the relationship we have formed with you and colleagues through the peer challenge to date.

I thought it helpful to provide contact details for Andy Bates who, as you know, is our Principal Adviser (South West). Andy can be contacted via email at andy.bates@local.gov.uk (or tel. 07919 562849) and is the main contact between your authority and the LGA. Hopefully this provides you with a convenient route of access to the LGA, its resources and any further support.

All of us connected with the peer challenge would like to wish you every success going forward. Once again, many thanks to you and your colleagues for inviting the peer challenge and to everyone involved for their participation.

Bob Ross – Peer Challenge Manager

On behalf of the peer challenge team