

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	IN PROGRESS - CLT and Executive Committee to consider the priorities of the council informally in November. A timetable and plan for all members to consider these priorities and to develop them into a council plan document is currently being developed. This will include a programme of stakeholder engagement.
2. (page 6, para 1)	Develop a systematic approach to gathering customer feedback and incorporate it within your performance management arrangements.	<p>1) Review customer feedback systems in service areas to ensure there is a consistent and appropriate approach and feedback is acted upon.</p> <p>2) Devise an effective resident's survey in order to drive performance.</p>	Chief Executive (Group Manager – Corporate Services)	December 2015 July 2016	IN PROGRESS 1)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. 2) a plan to implement a resident's survey will be considered in the final quarter of the year following member engagement and approval.

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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 (Group Manager – Corporate Services)	March 2016	IN PROGRESS – CLT and Executive Committee to consider the priorities of the council informally in November. A timetable and plan for all members to consider these priorities and to develop into a council plan document is currently being developed.
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"> 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 Management Team	March 2016	IN PROGRESS – <ol style="list-style-type: none"> 1) development of new council plan (see 1 and 3 above) 2) sickness absence is continually monitored through the performance management framework. Regular meetings are held between CLT leads and respective Group Managers to discuss capacity issues. The council has recently been accepted on the Timewise pilot which will look at innovative

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					<p>ways of flexible working and flexible hiring.</p> <p>3) key projects such as the new leisure centre and Tewkesbury Regeneration project have dedicated project support. The internal project management framework has also been reviewed and updated which will enable greater scrutiny and accountability to individual projects.</p>
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	IN PROGRESS – this work has been ongoing during the year to formalise a budget for 2016/17 and to develop the Medium Term Financial Strategy. A detailed 5 year plan based on current financial assumptions has been shared with TWG in October.

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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"> 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	<p>IN PROGRESS</p> <p>1) A comprehensive induction programme has been delivered to members. Further training needs are currently being identified. The development of the programme is ongoing throughout the term of the Council.</p> <p>2) The O&S committee membership is still relatively new. A training session on the role of O&S was positively received and follow up training will be organised.</p> <p>3)These will be reviewed both individually and collectively prior to the date specified.</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 (Group Manager – Corporate Services)	March 2016 March 2016 June 2016	IN PROGRESS 1)The review of Customer Services is now complete and the outcome will inform the development of a new Customer Service Strategy. This will form part of an Overview & Scrutiny workshop. It is currently planned to develop a separate channel shift strategy. 2) The website last year was scored 3* by SOCITM. It is however difficult to navigate the website from a mobile device. The County are also in the process of reviewing their website and potential joint working opportunities are currently being discussed.
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 election, 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)	December 2015 Jan 2016	IN PROGRESS - Skills questionnaire is in the process of being prepared following an intensive induction programme and will be distributed to all members in the new year.

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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 (Group Manager – Corporate Services)	March 2016	IN PROGRESS – this will be achieved through development of the new council plan, refocusing the council priorities. The review and update of the project management framework will also provide more effective monitoring of the project programme.
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 member's induction. 2) Establish and run a programme of member events to engage with members on financial management. 	Deputy Chief Executive (Group Manager – Finance and Asset Management)	June 2015 March 2016	COMPLETE 1) Financial awareness session was held as part of member's induction and received very positive feedback. IN PROGRESS 2) 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&S Committee performance management workshop (incl finance)

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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	IN PROGRESS – the TWG and senior management are working together to consider commercial opportunities. For example, Spring Gardens development - the potential for the council acting as developer. Exploring borrowing for broader ‘growth’ opportunities
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	IN PROGRESS – a workshop was held with members of the previous committee to obtain their experience and views for the benefit of the incoming committee. An action plan was approved. A workshop will be held early in the new year for the current committee.
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	IN PROGRESS – A programme is currently being prepared to achieve this target date which will also involve a member seminar on the proposed changes.

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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	COMPLETE – 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)	December 2015 March 2016	IN PROGRESS – a high level review of HR identified a strategic gap in HR capacity. We are working with senior officers from the Glos Care Services HR team to help us deliver a workforce strategy. This is at no cost to the council as it will be a good learning opportunity for both parties.