

## Corporate Peer Challenge – Action Plan

Recommendation	Action	Measure of success	Timescale	Lead(s) – CD and ADs
<b>Main recommendations</b>				
1. Address the budget gap for 2015-16 and beyond	MTFS process	Balanced budget for 2014/15 which reflects Business Plan priorities	February 2014	Carolyn Godfrey Michael Hudson
		Clear strategy for realigning £100m by 2017/18	December 2014	
2. Clarify the outcomes you want Area Boards to achieve and their relationship with the centre	Briefing note on relationship between Area Boards and COBs circulated by Cllr Seed	Area Boards are clear about their role, accountability and relationship with the centre	Completed	Maggie Rae Laurie Bell Mark Stone
	Area Boards review	COB chairs understand governance arrangements and their relationship with Area Boards	February 2014	
3. Prioritise work with the CCG now to ensure shared vision and plans	Continue to build strong relationships	Open and honest conversations with the CCG about priorities	March 2014	Maggie Rae James Cawley Mark Stone
	Develop shared vision and plans through the Health and Wellbeing Board	Shared vision and plans developed and implemented (including joint transformation programme)	March 2015	
4. Work with LEP partners to develop a stronger vision and delivery	Review overall performance of the LEP, including governance.	Shared vision with partners LEP adds value for the council and	March 2014	Carlton Brand Alistair Cunningham

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mechanism for the future	Ensure local authority Economic Development capacity forms the basis of the LEP Delivery Mechanism.	partners and levers in additional resources, e.g. through the City Deal 2  No duplication of resource and full utilisation of local authority capacity in delivering LEP programme.		
5. Strengthen performance management arrangements and align to organisational priorities and outcomes	Develop planning, performance and risk framework to underpin the new Business Plan  Delivery planning process  Delivery plans linked to team and individual objectives across the organisation	Framework developed, implemented and reviewed  Business Plan outcomes, priorities and principles drive work and behaviour of services, teams and individuals  Emerging risks identified and addressed early at the appropriate level  Poor performance is identified and addressed	January 2014	CDs Robin Townsend John Rogers Barry Pirie
6. Realign scrutiny to focus on outcomes for the public	Review scrutiny as part of the transfer of democratic services into corporate services	Scrutiny work is focused on outcomes for citizens, wider policy agendas and the impact they have on resilience of local communities	March 2014	Maggie Rae Robin Townsend
7. Continuously review your corporate capacity to deliver major transformation programmes	Workforce planning and development  Develop a succession plan for senior and high risk jobs as part of the	Succession Plan developed, implemented and reviewed  The council has flexible staff who deliver major transformation programmes	March 2014	Carlton Brand Barry Pirie Mark Stone

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	development plan	Internal candidates successful in applying for senior and high risk posts		
Additional suggestions				
Explore more customer focused models of service delivery in adult care	Adult Care Peer Review  Investigate options to provide more customer focused delivery models	Review completed and any changes planned and implemented  Adult care services meet customer needs and customers have a positive experience	February 2014	Maggie Rae James Cawley, John Rogers
Develop campus programme operating models	Work with the RSA to articulate a campus model in Corsham and determine parameters for staff	Operating models are articulated	September 2014	Carlton Brand Mark Stone Laurie Bell
	Communicate emerging model to staff	Staff understand and are engaged in the emerging operating model for Corsham campus	December 2014	
Provide more support for town / parish councils to assume responsibility for community assets and services	Review and improve support for town and parish councils, especially from legal and capital assets Team  Capital Assets team to develop cost neutral package wherever	Town / parish councils are supported to take on new responsibilities  Cost neutral packages of land, services and assets are delegated  Percentage of town and parish councils that accept the offer of cost neutral packages put forward over the next 12	February 2014	Ian Gibbons Barry Pirie Mark Stone

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	transferrable land or assets exist	months		
Accelerate the development of the council's volunteer workforce as part of the core workforce	Implement plans to increase and develop the volunteer workforce	Volunteers feel supported and are seen by staff as part of the core workforce	December 2014	All CDs Barry Pirie Laurie Bell Robin Townsend
Review the number of internal meetings	Communicate meeting day arrangements to all teams (e.g. Monday – corporate, Tuesday – democratic, Wednesday – teams) Exploit technology to reduce / remove requirement for meetings Reduce / remove duplication of message	Meetings scheduled for appropriate days where possible reflecting requirements of partners  Meetings are short with clear decisions and actions which are followed up where required  Meetings are assessed to ensure that they do not duplicate other forums or means of communication	March 2014	All CDs Robin Townsend Laurie Bell Mark Stone
Embed culture across all services and identify pockets of staff that are not as engaged in cultural change, e.g. housing	Housing peer challenge  Cultural reviews and systems thinking reviews	Any outstanding cultural issues are identified and addressed  ELT leadership/development programme  Management matters programme (percentage signing up for and completing the programme)	Date of peer challenge to be confirmed  See systems thinking programme for review dates	3 CDs, James Cawley Mark Stone Barry Pirie

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		Coaching & mentoring programme (numbers coaching and being coached)  Staff survey results		
Ongoing support from the LGA, including a follow up visit after 9-12 months	Initial discussion with Andy Bates and Anne Brinkhoff about ongoing support  Follow up visit	Recommendations from corporate peer challenge are acted on and implemented  Overall performance continues to improve	May 2014  December 2014	3 CDs Robin Townsend