

# Peer Challenge Action Plan

Presented by Ian Knowles

# Peer Challenge Action Plan

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## Peer Challenge 21<sup>st</sup> – 23<sup>rd</sup> January 2020: Positive Findings

1. **Well-run proactive council**
2. **Good track record of delivery of customer focused services and physical assets**
3. **Passionate, proactive, open, honest and customer-focused officers and Members**
4. **Makes good use of a range of data and information to identify priorities, develop strategies and make evidenced based decisions**
5. **Clear linkages between priorities, strategies and plans. Linkages also evident with and between the council's wider partnership plans**
6. **Relatively strong financial position due to sound financial management, robust control and successful delivery of commercial plan**
7. **Strong corporate performance and project management functions**

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Recommendation	Action	Member Update Via:	Responsible Officer(s)
Implement new structure	Proposed structure determined and communicated; consultation and appointment processes about to commence.	Structure implemented from 1 <sup>st</sup> August. Final interviews week beginning 28th September.	IK
Reduce Customer First Programme to its core and rebrand it	Customer First/ICT Board is in the process of reviewing original business case and identifying and prioritising key actions to progress. Relaunch in June is planned taking into account recent staff feedback on understanding of the Programme.	Customer First closedown as a project and two programmes launched Together 24 (T24) and ICT Programme	IK; AS; AR; MC

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Recommendation	Action	Member Update Via:	Responsible Officer(s)
Use purposeful pause regarding commercialisation and financial planning to understand and identify where future income/savings could come from	<p>Key focus of annual business planning exercise is to determine new or improved commercial opportunities, potential efficiencies and savings. Head room for commercial property investment will be continually reviewed subject to suitable property(ies) becoming available.</p> <p>The appointment of the Commercial Development Manager will provide additional capacity and capability in this area.</p>	Commercial Board (Officer) reconstituted (September 2020) and Commercial Manager Appointed July 2020	IK; AS; TB; GR

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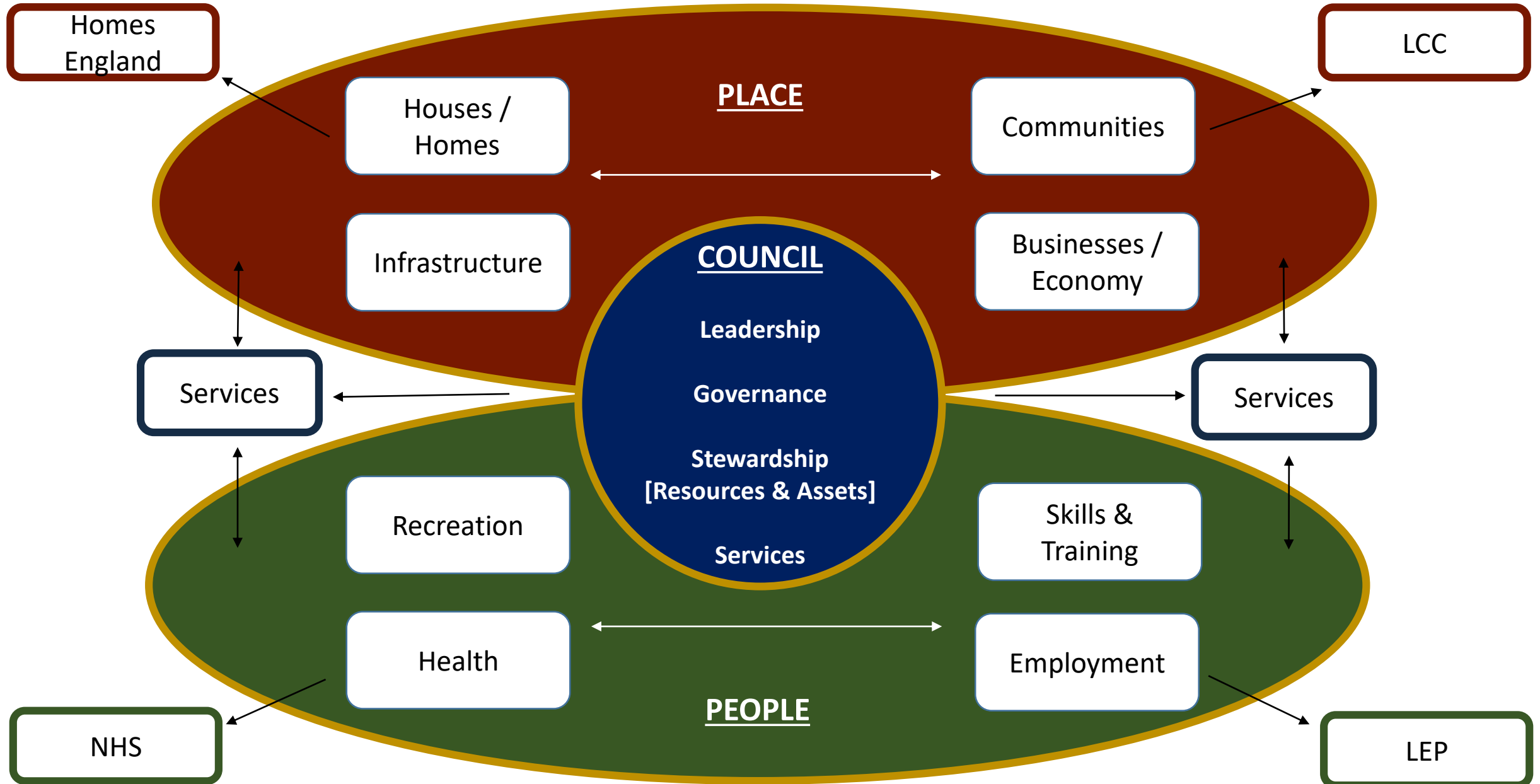
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Recommendation	Action	Member Update Via:	Responsible Officer(s)
Clarify what 'social regeneration' means to the council, what it will deliver & how to resource it	Next reiteration of Housing and Communities Strategy & Economic Growth Strategy will provide clarity on interpretation of social regeneration.	Once the AD Homes and Communities is appointed this will be a task for the two AD's including Planning and Regeneration. Cushmans have been commissioned to review our current growth strategy and one of the strands is Employment Enterprise and Skills	SGS; AD H&C

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Recommendation	Action	Member Update Via:	Responsible Officer(s)
<p>Improve communications with all stakeholders</p>	<p>This will be delivered through</p> <ul style="list-style-type: none"> <li>• The Council's new Consultation &amp; Engagement Strategy</li> <li>• Ensuring that each key project has undertaken stakeholder analysis to identify engagement and communication requirements</li> <li>• Messages are delivered to key stakeholders using appropriate methods depending on the needs of the stakeholders</li> <li>• The creation of a Marketing Strategy to provide a clear distinction between communications and marketing activities and messages.</li> <li>• The production of an annual Communications Report.</li> </ul>	<p>Weekly message from Management Team to staff and members to continue. As new initiatives are developed the use of Workshops will be re-introduced, Stakeholder analysis is now part of the programme management framework. A whole systems leadership approach will enhance focus on stakeholder engagement and influence</p>	<p>DM; JH</p>

# Whole System Diagram for West Lindsey District Council



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Recommendation	Action	Member Update Via:	Responsible Officer(s)
Use the Local Plan review process to ensure viability and deliverability of allocated housing sites across the District	Deliver a revised Local Plan which is supported by a full plan viability appraisal which sets the parameters for viable development.	The Local Plan work has continued and the introduction of a climate change agenda has caused some delays in timescale. Reports will be brought forward to Prosperous Communities and workshops will be held at appropriate milestones. Viability issue will be considered as part of the Refresh although we are pleased that the Southern SUE has now been signed off an Keepmoat will be on site very soon	SGS



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Recommendation	Action	Member Update Via:	Responsible Officer(s)
Review the overview & scrutiny function	The review of the effectiveness of all committees is a key governance function and Monitoring Officer responsibility. Oversight of the functioning of the Overview & Scrutiny Committee will form part of this on-going work with the Governance & Audit Committee kept abreast of developments.	G&A Committee. Constitution Review annually due March to May 2021.	AR

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Recommendation	Action	Member Update Via:	Responsible Officer(s)
Ensure a structured approach to workforce and succession planning	The Council's Workforce Development Plan will be reviewed to ensure such matters are appropriately referenced and considered.	This will be incorporated into Business Planning	AR; ER
Ensure performance management processes are consistent at service level	The Performance Team continue to work across service areas to improve consistency. The move to a reduced number of corporate performance reports should release capacity to further consider qualitative related matters.	Performance Management Reporting will continue and will be an ongoing reviews and part of the new AD role to secure consistency.	DM

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Recommendation	Action	Member Update Via:	Responsible Officer(s)
Consider a cultural strategy	Officers will work with Leader's Panel to determine a suitable response to this, including reference to heritage. Creation of a Culture Board supported by the Leisure, Culture Events and Tourism Working Group, feeding into Prosperous Communities Committee could support development of this area.	This will be an assembly of current activity across Leisure, Arts, Heritage and Visitor economy. Work has already begun and is being led by the Commercial Development Manager. Workshop with member working group expected before Christmas 2020. The commission to Cushman's also has a strand to consider arts, culture and heritage which will inform this development.	IK/AS/SGS/CM

All actions to meet the recommendations can be accommodated via addendums to business as usual activity, except the possible development of a Cultural Strategy. Should any actions develop into significant work packages, they will be undergo robust business case