**Corporate Peer Review Action Plan – Updated June 2023**

**Organisational & Place Leadership**

SLT Lead – Chief Executive/Officer Lead – Strategic Director

| **RECOMMENDATION 1** Plan, develop and communicate a long term, i.e. 10 – 20 year, Member-led Vision for the Borough with local stakeholders, including residents and partners (this includes working with neighbouring Councils and the local MP) both formally and informally |
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| **Action** | **Timescale** | **Priority Rating** | **RAG** **Rating** | **Anticipated completion** | **Commentary** |
| **Develop the Vision for Oadby & Wigston** | B | B | **A** | Complete | *Mapping template and exercise to be completed to ensure support from services areas**Member Engagement Workshops completed**Consultation progress completed**Presented to Full Council 12 July and approved.* |
| Informal Member & Officer workshops on developing the Vision with LGA support | B | B | **G** | Complete | *Completed with LGA on 8 June 2022.* |
| Establish and hold Vision workshop sessions with stakeholder consultation groups on key themes, e.g. climate change, financial sustainability. | B | B | **G** | Complete |  |
| Creation of first draft Vision  | B | B | **G** | Complete |  |
| Undertake formal consultation on the draft Vision * Obtain a stakeholder list, ensuring all groups are represented
* Ensure robust signposting is in place for all stakeholders to have possibility of consultation
 | B | B | **G** | Complete |  |
| Vision approved by Members | B | B | **G** | CompleteComplete | *Approved and completed July 2022**Comms plan implemented* |
| Launch Vision / communicate via Communications Plan |  |  |  |  |  |

SLT Lead – Strategic Director/Head of CS&T/HR Lead/Comms Manager

| **RECOMMENDATION 2** Communicate and promote the refreshed Corporate Strategy internally and externally |
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| **Action** | **Timescale** | **Priority Rating** | **RAG Rating** | **Anticipated Completion** | **Commentary** |
| **Refresh the Council’s Corporate Plan Strategy on new Vision for the Borough and agree with Members the governance arrangements for monitoring**  | B | H | **A** | For approval at Full Council Feb 2023 | *Draft framework shared with Leader. Agreed approach of external and another internal Corp Plan linked to KPI’s, service area annual business plans*  |
| Establish and hold working group to discuss Corporate Strategy – representation should be from all three towns across the borough | B | H | **A** | CompleteJanuary 2023 | *Workshop held with Members* |
| Engage Members informally on the draft Corporate Strategy and how it will be monitored | B | H | **A** | As above | *Session to be held with Members in January 2023 to discuss framework for the Corporate Strategy and gain feedback and approval* |
| Undertake formal consultation on the Corporate Strategy * Obtain a stakeholder list, ensuring all groups are represented
* Ensure robust signposting is in place for all stakeholders to have possibility of consultation
 | B | H | **A** | Draft strategy to be completed and presented to Members in September 2023 cycle | *January 2024* |
| Develop and launch Communications Plan on the Council’s new Corporate Plan | B | H | **G** | End of December 2022 | *In draft*  |
| Embed the new vision and Corporate Strategy in our staff appraisals and service plans and link the KPI’s to staff objectives  | C | H | A | Post Full Council February 2024 | *New Appraisals and 1:1 forms currently designed and awaiting approval* |

**Governance & Culture**

SLT Lead – Head of Law & Democracy/Officer Leader – Legal & Democratic Services Manager/Project & IT Manager

| **RECOMMENDATION 3** Establish ways for Members and Officers to work more effectively together, especially to:-* Review the Member Enquiry System
* Organise externally facilitated themed workshops for Members and Officers together, e.g. Political awareness, making and actioning strategic decisions, Committee programme forward planning and performance
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| **Action** | **Timescale** | **Priority Rating** | **RAG Rating** | **Anticipated Completion**  | **Commentary** |
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| **Develop training and support programme for Members, Committee Chairs and Key Officers to facilitate more effective ways of working together** | A/B | H |  | Complete |  |
| Undertake LGA engagement/training re. understanding roles/protocols | A | H | **G** | Complete | *Completed with officers a CMT Level - LGA initial discussion taken place. Research other providers.**Mandatory training on Monday 20 June 2022 with Members on Code of Conduct* |
| Practical/scenario-based training / political awareness / understanding of strategic decision making | A | H | **A** | By end of December 2022 | *Scope and proposal agreed with CFGS and programme scheduled with members and officers between October and December 2022.* |
| Refresh training for Member/Officer protocol and political awareness | C | M |  | Complete | *Phase 1 - Officer Training completed – 8 June 2022. Phase 2 training in house – December* |
| Implement buddying system for Members | A | M | **G** | Complete | *Announced to Members in bulletin 10/6/2022. In place and in progress. Further programme delivered after new administration* |
| Design and implement standard approach to Pre-Agenda meetings between Officers and Committee Chairs | A | H | **G** | Complete | *Instigated for new Committee Cycle and mtgs diarised in Forward Plan.* |
| Implement paperless Committee system if appropriate for relevant meetings* Review current ICT provision for Members
 | B | M | **G** | CompleteComplete | *Members new IT has been rolled out but there still remains resistance to adopting paperless committees. New IT equipment rolled out to Members as part of IT Transition. Full Training provided* |
| Establish protocol for working groups to effectively report into relevant Committees | B | M | **G** | Complete | *New reporting in structure to Service Delivery Committee so that some working groups such as Environmental working group reports in. However, further structured work required* |
| Implement Committee Chair-led reporting at meetings | A | H | **G** | In progress | *Currently taking place with PFD Chair but no other Chair-led committees have been implemented* |
| Share with Members up to date organisational chart with key officer positions | A | H | **G** | Complete | *Key officer positions shared as part of the Pay Statement Report to Full Council in February 2022.* |

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| **Review the Member Enquiry System** |  |  | **G** | Complete |  |
| Questionnaire to be sent to Members |  |  | **G** | Complete |  |
| Member Session to be arranged  |  |  | **G** | Complete |  |
| Further review with Members |  |  | **G** | Complete | *Further survey to members to gather feedback on new system. Results to be delivered at Full Council in September* |
| Introduce rolling annual schedule of themed Workshops for Members/Officers via MS Teams, identifying compulsory training for all Members and Committee Chairs | C | M | **G** | Complete | *Elections in May 2023 need to be taken into account and also potential cost implications, but schedule will be created – Code of Conduct training has been delivered – mop-up session required*  |

**Local Priorities & Outcomes**

SLT Lead – Head of Customer Service & Transformation/Officer Lead – Customer Service Improvement Manager

| **RECOMMENDATION 4**Plan to ensure that all residents can access the services, information and advice that they need. |
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| **Action** | **Timescale** | **Priority**  | **RAG** | **Anticipated Completion** | **Commentary** |
| **Develop Customer Experience Strategy and Roadmap**  | C | H |  | Complete | *Anticipated presentation to Full Council in February 2023.* |
| Launch lunchtime opening  | A | H | **G** | Complete | *Launched 1 April 2022* |
| Increase availability of venues for face to face appointments* Undertake an audit of borough utilisation of buildings
 | B | H | **G** | Complete | *List obtained from Corporate Assets.* |
| Undertake comprehensive customer demographic profiling exercise and use results to inform desired service offering  | C | H | **G** | Complete | *Contact made with UoL regarding demographic profiling through CIVIC Partnership agreement. Utilising Census information.* |
| Establish informal Member working group to discuss aims and objectives of the Customer Experience Strategy and take part in member engagement and consultation  | A | H | **G** | CompleteEnd of November 2022 | *Questionnaire currently in draft for distribution to Members. Results will be reported back and working group set up* |

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| **Action** | **Timescale** | **Priority** | **RAG** | **Anticipated Completion** | **Commentary** |
| Creation of a service directory for the Council Services | B | M | **G** | End of September 2022 | *Internal* *This will utilise the updated organisation charts and an introduction for each service* *area on remit and responsibilities**External**Paper comms – A5 brochure.* |
| Establish and hold workshop sessions with stakeholder consultation groups* Obtain a stakeholder list, ensuring all groups are represented
* Ensure communication action plan in place for communication prior to publication
 | B | M | **G** | End of November 2022End of October 2022 | *Stakeholder listed from C&W to be validated.**Meeting arranged with Comms Manager to formulate plan* |
| Harnessing technology and digital inclusionEstablish current technology capabilities Research new technology and provide cost analysis | C | M | **G** | By end of September 2023 | *Have contacted other Councils to establish current technology and digital inclusion strategies.**Further research still to be undertaken.* |
| Approval of Customer Experience Strategy and Roadmap | C | H | **G** | CompleteFebruary 2023 – Full Council | *Recommended February 2023 Committee Cycle* |

**Financial Planning & Management**

SLT Lead – Strategic Director (S151 Officer)/Officer Lead – Head of Finance & Corporate Projects & IT Manager

| **RECOMMENDATION 5**Align and maintain your MTFP to the Corporate Plan and projects to ensure resources are in place to deliver them. |
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| **Action** | **Timescale** | **Priority Rating** | **RAG** | **Anticipated Completion** | **Commentary** |
| **Develop new Medium Term Financial Strategy, including:*** **Refresh of the 5 year Medium Term Financial Plan, ensuring protocol for reconciling with the Corporate Plan and projects established; and**
* **a Sustainability Plan for closing budget gaps**
 | B | H | **G** | CompleteSeptember 2022 | *Complete* |
| Informal Member workshops on developing the MTFS | B | H | **G** | CompleteAugust 2022 | *Complete* |
| Reassess finance team resources to ensure fit for purpose |  |  | **G** | Complete |  |
| **Ensure resources are in place to deliver Corporate Strategy and Projects** | C | M | **G** | CompleteMay 2023 | *Projects Officer JD and Eval done and position approved.  Recruitment completed. Start date beginning November to work with Corporate Project & IT Manager to deliver training, re- embed corporate project practices, staff inductions and assist other project leads with actions and reporting methods* |
| Develop and implement a programme of training for members, CMT and SLT to ensure capability for appraising and managing projects  | B | H | **G** | CompleteNovember 2022 | *Training documents being created by Corporate Projects & IT Manager, ready for training sessions to be delivered by end of November 2022.* |
| Review and refine protocol for identifying and establishing projects resource requirements | B | M | **G** | CompleteNovember 2022 | *Corporate Project & IT Manager have defined the protocol for identifying projects and will include information around resourcing a project.* *Identifying ‘What is a project?’ will be based on its impact to stakeholders, severity, cost, links to Corporate Plan, and split by it’s type of project. Project Sponsors to be identified..*  |

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| **Action** | **Timescale** | **Priority Rating** | **RAG** | **Anticipated Completion** | **Commentary** |
| Implement a standardised project appraisal and affordability approach  | B | H | **G** | November 2022 | *Complete* |
| Review and reset the annual financial cycle including protocol for managing standard and project budgets | B | H | **G** | November 2022 | *Complete* |

**Capacity for Improvement**

| **RECOMMENDATION 6**Pick up pace on key areas, e.g. Recruitment, Communications Strategy, Business Support and Engagement. These key areas include clarifying the role of the unfilled Strategic Director post and filling all vacancies, including appropriate interims as soon as possible, especially Human Resources staff to reduce pressure on other staff and increase paceCorporate Management and Senior Leadership Teams must engage the Communications Team on projects early to plan communications and consultation about what the Council is looking to do and to promote the Council’s good work. |
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| **Action** | **Timescale** | **Priority** | **RAG** | **Anticipated****Completion** | **Commentary** |
| **Pick up pace in respect of Recruitment** | A | H |  |  |  |
| Development vacancy management plan for existing vacancies, incl. timetable for recruitment  | A | H | **G** | Complete | * *Recruitment Tracking Form currently already in use on current vacancies and status*
* *Vacancy Management Plan created to into account future capacity (pinch points, potential projects), shared working opportunities, cost implications and grant funding opportunities and potential commencement dates – this is reviewed bi-monthly at SLT Meetings*
 |
| Review Apprenticeship Graduate Programme | C | M | **A** | By end of December 2022*Complete* | * *Apprenticeship scheme currently under review*
* *Participation in LGA National Graduate Development Programme – First graduate joined 12 September 2022 for two year placement.*
* *Current investigations underway with University of Leicester and Loughborough University on further placements for 2023.*
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| Undertake assessment of services suitable for shared working arrangements and commence work to implement arrangements | B | M | **G** | Complete | * *Shared services and partnership schedule created.*
* *Standard agenda item on SLT meetings for progress review*
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| **Action** | **Timescale** | **Priority** | **RAG** | **Anticipated Completion** | **Commentary** |
| **Review Business Engagement Offer with Members and Stakeholders**  | B | M | **G** | CompleteDecember 2022 | *Scoping of approach to engaging stakeholders and members complete and outlined approach will deliver revised economic development strategy and connected offer by January 2023* |
| Review resources to deliver new offer  | B | M | **A** | Complete March 2023 | * *Economic Reg Manager currently reviewing Team Structure in the light of delivering UKSPF, LUF and Council priorities*
* *Recruitment of an Economic Development Officer to commence Autumn 2022.*
* *UKSPF includes funding to recruit a Town Centres and Night Time Economy Officer and a number of other projects as well coving both town centres and the wider Borough– currently subject to approval of investment plan*
* *Town Centre Management Shared Service in place and will continue*
* *Consideration of further development of partnerships with external bodies underway, such as FSB and the Chamber where this will provide demonstrable benefits in terms of increasing Council resources to support businesses*
 |
| **Review and enhance approach to Organisational Development**  | B | M | **G** |  |  |
| Develop a Training and Development Programme | B | H | **A** | Currently in progress | *Delivery of proposed training programme to SLT by November 2022**Including mandatory, SLT, CMT and staff training.*  |
| Review Employee life cycle from recruitment to retention including remuneration packages  |  |  | **G** | End of 2022End of November 2022 | *Remuneration Benchmarking Exercise taking place by end of year**New People Strategy for approval by Members at People Committee end of November 2022*  |
| **Develop organisational Communications Strategy** | A | H | **G** | Complete | * *Communications Strategy and Action Plan created, presented to Full Council in March and approved by Members*
* *Bi Monthly updates to SLT on communication*
* *Regular updates to the CMT group*
 |
| Embed early engagement approach of Communications Team via monthly Communications Team attendance at SLT and CMT | A | H | **G** | Complete | *Regular monthly updates to SLT as agenda item by Comms Manager*  |
| **Enhance service planning approach to incorporate Communications requirements from teams**  | A | H | **G** | Complete | * *Workshops undertaken by Communications Manager with CMT on benefits of comms, expectations what support can be offered to enhance communications. Structured process now in place. Workshops were completed March 2022.*
* *Communication Engagement Plans are created for all service orientated projects within the Council*
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**Funding Opportunities**

| **RECOMMENDATION 7**Explore opportunities to attract external funding to deliver Council projects, including increasing your funding bid writing capacity. |
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| **Action** | **Timescale** | **Priority Rating** | **RAG** | **Anticipated Completion** | **Commentary** |
| **Develop protocol for identifying external funding opportunities** | B | H | **A** | November 2022 | *Consideration currently being given to the inclusion of the below additional responsibilities to an existing corporate role to allow for corporate oversight and awareness of this important area, with responsibility for submitting and managing funding bids to sit with SLT.** *Monitoring/horizon scanning of funding streams that we might be able to apply for*
* *Forwarding on to SLT for identification of a project manager/someone to lead*
* *Maintaining a central location to store and monitor all funding bids in progress/submitted*
* *Maintaining a library of info that can be used as “stock paragraphs” for bids – e.g. about OWBC etc*
* *Maintaining a skills matrix listing key SLT and CMT skills and expertise for writing bids*
* *Assisting in organising some training – ad-hoc/regular? TBC*
 |
| **Source expertise and resource needed*** Leverage partnership working with agencies and voluntary sectors
* Develop a skills matrix of officers for bid writing
 | B | M | **G** | November 2022 | *Development of skills matrix in progress.* *Steps taken recently around cultivating a leveraged partnership approach in order to build this culture up across SLT.* *Recent examples include:** *working with Visit Leicester to include Tourism and Visitor Economy investment activity in the Council’s Investment Plan submitted to government as part of the UK Shared Prosperity Fund; and*
* *establishing contact with the LGA’s One Public Estate team to share the early scope of sites that will be considered as part of the Council’s submission for Brownfield Land Release Fund bid in early 2023.*
 |
| **Determine bid writing approach and embed into project management processes** | B | M | **G** | November 2022 | *Scoping underway.* |