

## Appendix A

### Action Plan arising from the Corporate Peer Review 25<sup>th</sup>-27<sup>th</sup> June 2019

Area	Ref	Recommendations	Actions	By	Change to Constitution?	Timescale A 1-3 months B 3-6 months C 6-12+ months
<b>Effective Scrutiny</b>		Establish Cross party working group	Cross party working group to be established to oversee actions and improvements to the scrutiny function. Terms of reference to be developed Method of engagement and communication with all scrutiny members to be established.	BS		<b>A</b>
		Develop training and support programme for members and chairs	Training programme to be developed to support members and enhance understanding of members roles and responsibility in scrutiny and policy development. Review of LGA support and best practice sharing and mentoring	BS		<b>A</b>
		Review level of officer support for scrutiny function		BS		<b>A</b>
		Develop forward looking work programme for Corporate and Community Scrutiny	Review current work programme and method of identifying areas of work Consider the use of task and finish working groups	BS		<b>A</b>

<b>Organisational Structure and Culture change</b>		Redefine role of the vacant Corporate Director to promote cross organisational working and embed culture change	Role and recruitment process to reflect matrix management approach and 'One team One Council ethos'	BS		<b>completed</b>
		Enhance visibility of Directors	Replicate chief executive 'back to the service' programme with directors to increase visibility of leadership.	BS		<b>B</b>
		Continue with culture change of shared responsibility for the delivery of councils strategic priorities and Placemaking	Embed matrix management style of leadership within the core Director/Chief Executive team <b>Further actions to be developed on appointment of new Director</b>	BS/AB /JA		<b>B</b>
<b>Support Ward Members to build ward level relationships</b>		Establish programme of ward walkabouts		CLT		<b>B</b>
		Enhance communication of key events to ward members	Ensure all press releases are shared with ward members	CO	Completed	Completed
		Enhance understanding of officer/ member protocol	Share member/ officer protocol to ensure members understand how to contact officers and the level of support available to members to resolve ward issues.	EW		<b>B</b>
<b>Enhance Community engagement on budget and priority setting</b>		Develop a community engagement strategy	Develop robust mechanisms for engaging community in development of priorities and allocation of resources	CO/TB		<b>B</b>
<b>Capacity to deliver</b>		Customer Service and digital transformation programme	Review current programme and resource to deliver customer experience strategy and digital transformation.	TS		<b>B</b>

			Review current programme and resource to deliver customer experience strategy and digital transformation.			
		Embed shared understanding and responsibility for delivery of Medium Term Financial strategy	Develop and implement programme of training for members, managers and Corporate Leadership team Early engagement of scrutiny of budget proposals Develop a protocol for budget monitoring Design and implement standardised investment appraisal tool Establish pricing strategies across all key income streams	TB		Completed Completed Completed Completed Completed
		Finance	Benchmark finance team resources against peers Review resource to deliver the implementation of the new finance system and to ensure business partnering model is embedded	TB		<b>B</b>
<b>Journey to self sufficiency</b>		Review Journey to self-sufficiency programme	Define what self-sufficiency and commercialisation means for North West Leicestershire and communicate to staff, stakeholders and members Identify work streams to support J2SS programme Review project management approach to the J2SS programme Identify trigger points and develop robust action plans for all work streams Develop risk assessment for the J2SS programme	BS		<b>A/B</b>
		Asset management – commercial properties and asset management	Review current asset condition Conduct options appraisal for establishment of arms length company for house building	CL AB		<b>A</b> <b>B/C</b>
		Make effective use of Treasury management	Develop and implement a revised investment strategy with members in order to increase investment returns	TB		<b>B</b>

<b>Risks</b>		Risk Appetite	Develop a 'Risk Appetite Strategy' to support decision making.	TB		<b>B</b>
		Council Delivery Plan	Assess and review risks associated with the delivery of the Corporate Plan	MM		<b>B</b>

<b>Person Responsible</b>	
BS	Bev Smith
EW	Elizabeth Warhurst
TB	Tracy Bingham
MM	Mike Murphy
CL	Chris Lambert
AB	Andy Barton
JA	James Arnold
CO	Caroline Ormond
TS	Tom Shardlow