

Corporate Peer Challenge Action Plan in response to Feedback Report

9-11 October 2019

Action Plan

Recommendation	Action/comment	Key identified risks and mitigation	Deadline	Owner(s)
Key recommendations				
K1: Establish a clear corporate narrative that will take you through the next 10+ years.	We will also add a longer term narrative to our next four-year Corporate Business Plan.	None	16 July 2020 (adoption at Full Council)	Paul Turrell and Sarah Walsh
K2: Enhance strategic capacity and place leadership.	Fit for the Future is an evolving model. Additional capacity is planned for 2020/21.	The possibility that we may not attract quality candidates. Communications and HR are developing web pages to promote the Council to all potential future candidates as well as reviewing the induction programme and staff pages to assist new recruits.	By the end of March 2021	Paul Turrell
K3: Take a broader perspective of your place shaping role to encompass physical assets; economic development; health and wellbeing; and skills.	We are confident that in drafting our next Corporate Business Plan and Economic Development Strategy there will be a better equilibrium with our ambitions between people and place.	The Government could introduce new policies meaning resources may have to be diverted to unplanned areas. We keep our reserves high to absorb a level of external risk.	CBP: 16 July 2020 (adoption at Full Council) EDS: End of March 2021	Paul Turrell, Peter McKenzie, Sarah Walsh, and Rachel Raynaud
K4: Establish a better equilibrium for your ambition for people and place.				
K5: Be clear about articulating your vision, the risks associated with it, and how you are managing them.	We will continue to have a clear vision and review our risks through the Corporate Risk Register, service risk management, and our Section 25 reports.	Identified in risk registers and Section 25 reports	Ongoing	Paul Turrell, Peter McKenzie, and Sarah Walsh

K6: Make commercialism part of the day job	A Commercialism in the Public Sector training course has already been included in the new two year Learning and Development Programme.	None	By the end of March 2022	Fiona Skene and Suzanne Renaud
Understanding of local context and priority setting				
A1: Within your refreshed, longer term narrative, make it clear what the role and responsibility of the council is and how the council will guide delivery.	Our different roles (service provider, facilitator, commissioner, influencer, and strategist) are recognised in the current CBP and will be articulated further in the next CBP.	None	16 July 2020 (adoption at Full Council)	Paul Turrell and Sarah Walsh
A2: With partners define the future delivery of longer-term vision and respective roles within that. RBC can be the convener and leader.	We will consider the feedback from partners as part of the Corporate Business Plan consultation programme and empower SLT to engage on an ongoing basis with their key partners.	Partner priorities may change over time. We will continue to find the mutually beneficial areas of work.	16 July 2020 (adoption at Full Council)	Sarah Walsh and SLT
A3: Place leadership is a fundamental corporate responsibility. This should be demonstrated and led by Senior Leadership Team.	Further strategic capacity is being considered which will benefit SLT.	There is the possibility that we may not attract quality candidates. Communications and HR are developing web pages to promote the Council to all potential future candidates as well as reviewing the induction programme and staff pages to assist new recruits.	Additional strategic capacity by the end of March 2021 Web pages by the end of December 2019	Paul Turrell Fiona Skene and Peter Le Riche
A4: Be explicit about the change you want to see, and will lead, in the borough.	We will continue to articulate the desired change in the next Corporate Business Plan.	None	16 July 2020 (adoption at Full Council)	Paul Turrell and Sarah Walsh

Financial Planning and Viability

<p>B1: Develop a clearer articulation of the assessment of risk associated with current economic uncertainty and possible further economic downturn/uncertainty.</p>	<p>This will be looked at the next Corporate Risk Register review and we will continue to form a key part of our processes during the setting of our Medium Term Financial Strategy.</p>	<p>If the risk is not explicit it may not be mitigated appropriately which may then increase the chance of the risk happening.</p>	<p>By the end of December 2019</p>	<p>Sarah Walsh</p>
<p>B2: Consider how to effectively resource the transition from property acquisition to portfolio and asset management and optimisation.</p>	<p>A change plan for this function is already in place. It now needs to be delivered.</p>	<p>The possibility that we may not attract quality candidates.</p> <p>Communications and HR are developing web pages to promote the Council to all potential future candidates as well as reviewing the induction programme and staff pages to assist new recruits.</p>	<p>Change Plan implemented by the end of March 2020</p> <p>Web pages complete by the end of December 2019</p>	<p>Paul Turrell</p> <p>Fiona Skene and Peter Le Riche</p>
<p>B3: Budgeting 'bids' process should be more clearly aligned to priorities, business planning and business cases and their purpose should be clear – whether for growth/transformation/invest to save/one-off investments.</p>	<p>The committee report template will include guidance to make sure the report authors list the new Corporate Priority/ies that the report is supporting once the new Corporate Business Plan is adopted.</p> <p>The Business Case template in the project management toolkit will also be updated so the purpose is clearer.</p>	<p>None</p>	<p>By the end of July 2020</p>	<p>Sarah Walsh and Sarah Hall</p>

<p>B4: Be clear about funding arrangements where the Council is entering into partnership working with others, particularly when taking on new responsibilities.</p>	<p>We will continue to clear about all our funding arrangements should we enter into new partnership working.</p>	<p>If funding arrangements are not clarified before an agreement it could result in the requirement for unplanned additional expenditure.</p>	<p>N/A</p>	<p>Dependent on the partnership arrangement</p>
<p>B5: Be clear that any future regeneration schemes will need to be independently viable and affordable.</p>				<p>Peter McKenzie</p>
<p>Organisational leadership and governance</p>				
<p>C1: Senior team should be more visible – walk the floor.</p>	<p>CLT and SLT will be more visible.</p>	<p>As we move to more agile working long-term there will likely be less physical contact with staff.</p> <p>MS Teams can help fill the contact gap through video conferencing and chat functions.</p>	<p>Ongoing</p>	<p>CLT and SLT</p>
<p>C2: Invest in dedicated team development for SLT with a focus on breaking down silos and leading change.</p>	<p>Additional training has already been arranged for SLT for December 2019.</p>	<p>There can be sometimes be conflicting priorities between service requirements and training, meaning there is a risk that not all SLT members will attend all the training.</p> <p>SLT will need to justify to the CE why a service priority is higher priority in order to miss any training.</p>	<p>Current learning and development programme is two years -until the end of March 2022.</p>	<p>CE and SLT</p>

<p>C3: Empower staff to work in more agile way.</p>	<p>There is a Digital Transformation programme mapped out for the next two years which will facilitate agile working.</p>	<p>Each project will have its own project risk register.</p>	<p>Officers are due to meet by the end of January 2020 to scope out the full programme</p>	<p>Linda Norman and Fiona Skene</p>
<p>C4: Identify the total employee proposition to aid recruitment, retention and succession planning. Be an employer of choice.</p>	<p>Communications and HR are developing web pages to promote the Council to all potential future candidates as well as reviewing the induction programme and staff pages to assist new recruits.</p>	<p>The nature of HR and Communications' work means they often have to deliver some work reactively. This increases the risk that other planned work may not be delivered on time.</p>	<p>By the end of December 2019</p>	<p>Fiona Skene and Peter Le Riche</p>
<p>C5: Develop a comprehensive internal communications strategy. Make communicating better everyone's responsibility.</p>	<p>There is a new Communications Strategy currently being written which includes internal communication.</p> <p>A refreshed monthly staff newsletter has recently been reintroduced.</p>	<p>The nature Communications' work means they often have to deliver some work reactively. This increases the risk that other planned work may not be delivered on time.</p>	<p>By the end of March 2020</p>	<p>Peter Le Riche</p>
<p>C6: Refresh the member development offer – to support the new political intake, introduction of working groups, and place leadership.</p>	<p>A full Member Training Programme will be rolled out in 2020/21</p>	<p>All Members might not attend the training.</p> <p>Officers will advise Members which of the training sessions are mandatory.</p>	<p>By the end of March 2021</p>	<p>Paul Turrell</p>
<p>C7: Introduce political awareness training for officers.</p>	<p>Training will be provided to SLT once the new political makeup is known.</p>	<p>None</p>	<p>By the end of May 2020</p>	<p>Mario Leo</p>

C8: Identify the potential tension between engaging in new types of debate and delivering on agreed priorities.	The CE is writing a committee report to address the issues.	<i>TBC after the report</i>	By the end of February 2020	Paul Turrell
C9: Align working party programmes with agreed corporate priorities.	The working party priorities are due to be reviewed in February to ensure they are re-aligned with the new priorities.	New works strands sometimes need to be introduced to manage reactive issues, meaning previous objectives may need to be re-prioritised.	By the end of February 2020	SLT
C10: Regularly review the Working Party model.	The model will be reviewed annually.	New works strands sometimes need to be introduced to manage reactive issues, meaning previous objectives may need to be re-prioritised.	By the end of January each year	Paul Turrell
Capacity to deliver				
D1: Be clear about what you want to do, how you are going to do it, and who is going to do it.	Our new four-year Corporate Business Plan is currently being developed.	Aspirations almost certainly exceed the available resources. Aspirations will need to be prioritised to match the available budget.	16 July 2020 (adoption of CBP at Full Council)	Paul Turrell, Peter McKenzie and Sarah Walsh
D2: Develop a formal process for considering new initiatives against agreed priorities and existing resources.	There is already a formal process in place for considering bids, but whilst we are in-between Corporate Business Plans it hasn't been possible this time around to demonstrate the golden thread between the new business cases and the specific new Corporate Priorities. This issue will be resolved for the next cycle because the new CBP will be in place.	None	16 July 2020 (adoption of CBP at Full Council) Completion of the next planning round of business cases by the end of January 2021	Paul Turrell, Peter McKenzie, Paul French and Sarah Walsh

<p>D3: Develop a culture that can support the delivery of the above and support staff individually.</p>	<p>We will continue to offer individual support to Officers and will revise templates based on feedback.</p>	<p>None</p>	<p>Ongoing</p>	<p>Paul Turrell, Peter McKenzie, Paul French, Sarah Walsh, and Sarah Hall</p>
<p>D4: Enhance strategic leadership capacity at senior level to deliver change.</p>	<p>Fit for the Future is an evolving model. Additional capacity is planned for 2020/21.</p>	<p>There is the possibility that we may not attract quality candidates.</p> <p>Communications and HR are developing web pages to promote the Council to all potential future candidates as well as reviewing the induction programme and staff pages to assist new recruits.</p>	<p>By the end of March 2021</p> <p>Web pages by the end of December 2019</p>	<p>Paul Turrell</p> <p>Fiona Skene and Peter Le Riche</p>
<p>D5: Develop a clear approach to succession planning.</p>	<p>SLT Members have recently been reminded of the need to continuously reassess this.</p>	<p>There may not be suitable internal staff.</p> <p>Candidates can be recruited externally if nobody in internal is suitable.</p>	<p>Reassessment is ongoing</p>	<p>SLT</p>
<p>D6: Continue to invest in project and programme management.</p>	<p>An extra project manager will be added to the establishment from 2020/21.</p>	<p>There is the possibility that we may not attract quality candidates.</p> <p>Communications and HR are developing web pages to promote the Council to all potential future candidates as well as reviewing the induction programme and staff pages to assist new recruits.</p>	<p>By the end of April 2020</p>	<p>Sarah Hall</p>

D7: Develop appropriate expertise and resources in asset and property portfolio management.	A change plan for this function is already in place. It now needs to be delivered.	The possibility that we may not attract quality candidates. Communications and HR are developing web pages to promote the Council to all potential future candidates as well as reviewing the induction programme and staff pages to assist new recruits.	New structure in place by the end of March 2020 Web pages by the end of December 2019	Paul Turrell Fiona Skene and Peter Le Riche
D8: Make commercialism the day job and everyone's responsibility	A Commercialism in the Public Sector training course has already been included in the new two year Learning and Development Programme.	None	End of March 2022	Fiona Skene and Suzanne Renaud