

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY AND FINANCE COMMITTEE

Agenda Item No. 13

meeting date: 20TH MARCH 2018
 title: CORPORATE PEER CHALLENGE – ACTION PLAN
 submitted by: DIRECTOR OF RESOURCES
 principal author: MICHELLE HAWORTH – PRINCIPAL POLICY AND PERFORMANCE OFFICER

1 PURPOSE

1.1 To present this committee with the draft Corporate Peer Challenge Action Plan, this was devised to deal with the issues raised by the Peer Team.

1.2 Relevance to the Council's ambitions and priorities:

- Community Objectives –
 - Corporate Priorities –
 - Other Considerations -
- The scope of the Peer Challenge covered: understanding of local place and priority setting, leadership, governance, financial planning, and capacity to deliver.

2 BACKGROUND

2.1 As part of their 'sector led improvement' support to local government, the Local Government Association (LGA) offered the delivery of a Corporate Peer Challenge. Peer Challenges are designed to help Councils improve their performance.

2.2 The Peer Challenge team were onsite 20th – 22nd November 2017.

2.3 The core components that the team looked at were the issues of leadership, governance, corporate capacity and financial resilience. In addition the agreed scope of the Peer Challenge included:

1. Promoting local growth – this will likely explore how the council might better promote Ribble Valley as a place for businesses to start up and grow. This recognises the local challenges in many people commuting out of borough to work and will seek to examine how the council might better develop the borough as a place to work, not just reside.
2. Balancing growth and housing – this will likely explore how the council can progress sustainable local development, including increasing the number of new homes (including affordable homes) being built in the context of the desire of many local people to limit the number of housing development in the borough.

2.4 A number of interviews and focus groups were organised at the request of the peer team. The peer team also reviewed a number of the Council's policies and strategies.

2.5 The full LGA Corporate Peer Challenge Feedback Report was reported to this committee in January. In summary the peer team felt that "Ribble Valley Borough Council has much to be proud about. The council delivers good core services through a committed workforce achieving high levels of customer satisfaction and value for money. The council has a history of prudent financial management and remains in a comfortable position relative to the rest of the sector".

2.6 However, there were a number of suggestions and observations made within the report that have led to some key recommendations for the Council.

2.7 It was agreed that the report would be considered and an action plan formulated.

- 2.8 The draft action plan is provided at Appendix A for Members consideration. The first column highlights the issue, as raised within the LGA report, with subsequent columns providing detailed actions, milestones, due dates and lead officers/members.
- 2.9 Subject to approval of the action plan, it is suggested that this committee should be presented with 6 monthly progress reports.
- 3 RISK ASSESSMENT
- 3.1 The approval of this report may have the following implications
- Resources - The Council is currently a subscriber to the LGA. The Corporate Peer Challenge was provided by the LGA at no charge. Officer time was required to help organise and support the Peer Challenge.
 - Technical, Environmental and Legal – None identified.
 - Political – None identified.
 - Reputation – None identified.
 - Equality & Diversity - None identified.
- 4 RECOMMENDED THAT COMMITTEE
- 4.1 Approve the Corporate Peer Challenge Action Plan provided at Appendix A.

Michelle Haworth
PRINCIPAL POLICY AND
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BACKGROUND PAPERS:

REF:

For further information please ask for Michelle Haworth, extension 4421

CORPORATE PEER CHALLENGE - DRAFT ACTION PLAN

Key Recommendations:

1. Strengthen engagement with staff and partners to ensure clarity of vision and desired outcomes in relation to the Corporate Strategy, priorities and initiatives.
2. Review the Performance Management Framework linked to the Corporate Strategy.
3. Review the resourcing of Corporate Strategy priorities.
4. Develop an Economic Development Strategy.
5. Explore opportunities to strengthen early engagement with developers in order to maximise community benefits, as well as opportunities to strengthen community engagement/communication in relation to development.
6. Strengthen engagement between the Leadership and Corporate Management Team – this includes the chairs of committees.

Issue (from the report)	Required Action	Milestones	Due Date	Lead
Strengthen engagement with staff and partners to ensure clarity of vision and desired outcomes in relation to the Corporate Strategy, priorities and initiatives				
<p>More needs to be done to ensure clarity of vision and priorities. Key to this will be recognising and valuing the good work that the council has already undertaken which provide the building blocks for the future.</p>	<ul style="list-style-type: none"> • Mini review of the existing Corporate Strategy 	<ul style="list-style-type: none"> • Revised Corporate Strategy – CMT & Leader • Revised Corporate Strategy – Policy and Finance Committee 	<ul style="list-style-type: none"> • July 2018 	<ul style="list-style-type: none"> • CEO/ Principal Policy and Performance Officer
<p>A new Corporate Strategy will be developed next year. This provides an opportunity for the Leadership to develop a clear timetable of engagement with both staff and partners. This will help ensure wider ownership of the vision, ambitions and priorities.</p>	<ul style="list-style-type: none"> • Inform staff, public and other key stakeholders of the revised Corporate Strategy and progress updates 	<ul style="list-style-type: none"> • Circulation of revised Corporate Strategy to staff • Publish revised Corporate Strategy on the Council's website 	<ul style="list-style-type: none"> • July 2018 	<ul style="list-style-type: none"> • Principal Policy and Performance Officer
<p>The council need to ensure continued, timely engagement of staff at all levels to ensure wider understanding and buy in.</p> <p>It is important that the council continues to engage staff at all levels of the organisation to</p>	<ul style="list-style-type: none"> • Review Internal Communications 	<ul style="list-style-type: none"> • Review of Internal Communications – Personnel Committee 	<ul style="list-style-type: none"> • September 2018 	<ul style="list-style-type: none"> • Head of HR/ Principal Communications Officer

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<p>ensure ownership of future ambitions and priorities. Feeding back to staff following the staff survey is key.</p> <p>Regular Corporate Strategy progress updates to staff and celebration of successes will help to keep the whole organisation engaged around delivery of the plan.</p>	<ul style="list-style-type: none"> Develop a shared vision for the Borough 	<ul style="list-style-type: none"> Report to Policy and Finance setting out plans for developing new Corporate Strategy 2019-2023 Develop new Corporate Strategy 2019-2023 	<ul style="list-style-type: none"> September 2018 September 2019 	<ul style="list-style-type: none"> CEO/ Principal Policy and Performance Officer
Review the Performance Management Framework linked to the Corporate Strategy				
<p>As part of the development of the new Corporate Strategy, the framework should be reviewed to ensure it is rooted in the priorities and ambitions of the council moving forward.</p> <p>There are opportunities to review the monitoring information shared with committees to maintain clear governance, ownership and constructive challenge.</p>	<ul style="list-style-type: none"> Review the performance Management Framework in light of revised Corporate Strategy Review performance monitoring information provided to committees to enable progress with key priorities to be better monitored 	<ul style="list-style-type: none"> Revised Performance Management Framework and Indicators 	<ul style="list-style-type: none"> September 2018 	<ul style="list-style-type: none"> CMT, Heads of Service and Principal Policy and Performance Officer
Review the resourcing of Corporate Strategy priorities				
<p>Ensuring capacity to deliver corporate priorities.</p> <p>The challenge now will be to ensure good 'succession planning' for the years to come.</p>	<ul style="list-style-type: none"> Consider resource implications of new Corporate Strategy and Council priorities 	<ul style="list-style-type: none"> Periodic review of priorities and resources 2019/2020 Budget – review of priorities and resources 	<ul style="list-style-type: none"> 6 monthly February 2019 	<ul style="list-style-type: none"> CMT

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<p>Anecdotal evidence suggesting delivery of appraisals and one to ones may be patchy in some areas. The council should consider reviewing its current approach to ensure consistency across all teams.</p> <p>There is also an opportunity to review the current appraisal system, including competency based approaches. This should be aligned to the development of a new Corporate Strategy next year so that the appraisal system is rooted firmly within the council's future priorities and ambitions and the type of council it wants to be.</p>	<ul style="list-style-type: none"> Review the Performance Appraisal system 	<ul style="list-style-type: none"> Revised Performance Appraisal System – Personnel Committee 	<ul style="list-style-type: none"> September 2018 	<ul style="list-style-type: none"> CMT/ Head of HR
<p>The council may benefit from further work to review its use of ICT linked to its ambitions for the future. The peer team had a sense that some service areas may still rely quite heavily on paper copies of documents and files. If this is the case, could more be done to reduce the need for this which may have the potential to reduce the costs of printing as well as supporting the council's sustainability agenda?</p>	<ul style="list-style-type: none"> Produce a comprehensive IT Strategy 	<ul style="list-style-type: none"> Adoption of IT Strategy – Policy and Finance Committee 	<ul style="list-style-type: none"> July 2018 	<ul style="list-style-type: none"> Head of Financial Services

Issue (from the report)	Required Action	Milestones	Due Date	Lead
Develop an Economic Development Strategy				
<p>Develop an Economic Strategy that better reflects the borough's standing as a key player in the region.</p> <p>Economic Development to play a key part in overseeing the Economic Development Strategy.</p> <p>An Economic Development Strategy developed with partners should help prioritise resources and future investment in the key areas that will make a difference.</p> <p>The new strategy might include how to attract new and diverse industries, inward investment, marketing of key employment sites, higher value jobs for local people (harnessing good local educational outcomes) and branding.</p> <p>The Economic Development Strategy should reflect the council's appetite for risk in terms of economic development investment going forward.</p> <p>The Economic Development Strategy could be used to help raise the economic profile of the borough both regionally and nationally.</p>	<ul style="list-style-type: none"> • Develop a comprehensive Economic Development Strategy that is realistic and achievable and follows the Council's vision and priorities for the economic development of the Borough 	<ul style="list-style-type: none"> • Production of Comprehensive Economic Development Strategy • Report to Economic Development Committee 	<ul style="list-style-type: none"> • September 2018 	<ul style="list-style-type: none"> • Director of Economic Development and Planning

Issue (from the report)	Required Action	Milestones	Due Date	Lead
<p>Work with partners to better articulate growth ambitions.</p> <p>Become a stronger voice regionally and nationally, particularly through the Local Enterprise Partnership (LEP). The council have a real opportunity to raise their profile through the LEP; stepping up to the plate to harness their relatively strong economic position to better influence and shape future work. In particular, discussions relating to the Strategic Economic Plan and Growth Deal for Lancashire.</p>	<ul style="list-style-type: none"> Attempt to gain Council representation on the LEP 	<ul style="list-style-type: none"> Seat on the LEP Board 	<ul style="list-style-type: none"> December 2018 	<ul style="list-style-type: none"> Council Leader
<p>The council should continue to work in partnership with the other councils in the region outside of any Combined Authority if it is to realise its ambitions for the borough, particularly the LEP.</p>	<ul style="list-style-type: none"> Political Leadership and Member involvement through Lancashire Leaders 	<ul style="list-style-type: none"> Agreed system of collaborative working 	<ul style="list-style-type: none"> December 2018 	<ul style="list-style-type: none"> Council Leader
<p>Explore opportunities to strengthen early engagement with developers in order to maximise community benefits, as well as opportunities to strengthen community engagement/communication in relation to development</p>				
<p>Through infrastructure planning and costing, the council should maximise contributions to meet infrastructure needs arising from development.</p> <p>There may be opportunities to review the pre-application offer to developers, agents and architects to strengthen current approaches, including early engagement with councillors. Holding the line on viability, particularly in the face of demands around affordable housing, is key. Recognising there is often the opportunity to adjust the housing mix and/or tenure, which can deal with some of the gap on the viability</p>	<ul style="list-style-type: none"> Absorb changes to National Planning Policy Framework (NPPF) Articulate the vision for the area in terms of house building and economic development Review the Core Strategy Determine infrastructure requirements Consider adopting the Community Infrastructure Levy 	<ul style="list-style-type: none"> Outline Plan to Planning Committee Discussion and debate on the extent of new development Interim reports to Planning Committee Updated Core Strategy/Local Plan Review 	<ul style="list-style-type: none"> April/ May 2018 September 2018 Throughout 2018 - 2020 March 2020 	<ul style="list-style-type: none"> Head of Regeneration and Housing Head of Regeneration and Housing Head of Regeneration and Housing

Issue (from the report)	Required Action	Milestones	Due Date	Lead
<p>to maintain affordable housing numbers, is also important.</p> <p>Explore opportunities to develop an 'implementation group' to take a programme based approach to oversee delivery of major sites with planning permission and associated infrastructure.</p> <p>The council should continue to share learning and offer support to parishes who wish to pursue neighbourhood plans.</p>	<ul style="list-style-type: none"> Support the development of neighbourhood plans 	<ul style="list-style-type: none"> Support to be offered as required 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Head of Regeneration and Housing
Strengthen engagement between the Leadership and Corporate Management Team – this includes the chairs of committees				
<p>Strengthen engagement between the Leadership and Corporate Management Team in order to take the council forward positively; the council should consider a 'top team development' session to begin to shape this work going forward.</p> <p>To ensure continued cohesive leadership of the council in meeting the challenges ahead, the development of a standard approach to senior member and Corporate Leadership Team engagement should be considered. Investing this time together will support collaborative working. This might involve</p>	<ul style="list-style-type: none"> Review the Council's Governance arrangements 	<ul style="list-style-type: none"> Conduct review of the Council's Governance arrangements Report to Policy and Finance Committee 	<ul style="list-style-type: none"> September 218 	<ul style="list-style-type: none"> CEO/ Head of Legal Services
	<ul style="list-style-type: none"> Organise training sessions for senior members and officers 	<ul style="list-style-type: none"> Identify training requirements Develop training programme 	<ul style="list-style-type: none"> July 2018 	<ul style="list-style-type: none"> Head of Legal Services/ Head of HR
	<ul style="list-style-type: none"> Revisit the Officer/ Member Protocol 	<ul style="list-style-type: none"> Report to Accounts and Audit Committee 	<ul style="list-style-type: none"> July 2018 	<ul style="list-style-type: none"> CEO/ Monitoring Officer

Issue (from the report)	Required Action	Milestones	Due Date	Lead
<p>regular meetings e.g. quarterly, between the Leader, committee chairs and CLT. It could also involve a future programme of 'top team days' – particularly leading up to the development of the new Corporate Strategy next year.</p> <p>The relationships between members and officers, including communication and understanding of respective roles, will be key in helping the council move forward positively. To this end, the council may benefit from re-visiting its current Member Officer protocol to ensure continued understanding and buy in across the council.</p>	<ul style="list-style-type: none"> • Create a forum for two-way communications between senior members and corporate management team 	<ul style="list-style-type: none"> • Regular meetings with CMT/Committee Chairmen 	<ul style="list-style-type: none"> • Commencing April 2018 	<ul style="list-style-type: none"> • CEO