

Corporate Peer Challenge 2023 - Action Plan					
Our responses to the feedback of the Local Government Association (LGA) Peer Team					
Rec. No.	Key Recommendation	CLT Owner	Actions	Action Owner	How do we measure improvement for November 2024
1	Build on the council's strategic leadership role to work with partners to shape the evolution of a refreshed vision for growth in Gloucestershire	Director of Economy and Environment	The new City Region Board has been established as a Joint Committee of the County Council and the six District Councils within Gloucestershire as a key driver of our vision for growth.	Director of Economy and Environment	Feedback/action points from meetings. First mtg May/June
			The emerging Economic Strategy (which is the next evolution of, and supercedes the previous Vision 2050 work) includes Sustainable Economic Growth as one of its four themes and this will be subject to a deep dive exercise at the first meeting of the City Region Board.	Director of Economy and Environment	Minutes of first meeting of City Region Board
			Local Economic Partnership (LEP) transition carefully managed to ensure ongoing strong connections to businesses and support for district growth hubs	Director of Economy and Environment	signed off by Cabinet in November, to transfer on 1st April
			Economic Strategy emerging and plans underway for an Economic Growth Board to increase engagement with districts, business, education, and the Voluntary & Community Sector (VCS).	Director of Economy and Environment	Minutes of first meeting of Economic Growth Board
2	Prioritise the continued investment in IT as an enabler to the council's operations and make its improvement a demonstrable and equal part of the council's overall transformation portfolio, with associated funding, expertise and leadership	Executive Director of Corporate Resources	Medium Term Financial Strategy (MTFS) makes investments of £1.2m revenue (of which £856k is recurring) and a further £13.4m of capital funding over the lifetime of the programme	Director of People and Digital Services	- Delivery against areas of investment included in MTFS
			A new <i>ICT Governance Board</i> has been established, including the Leader, Deputy Leader and Chief Executive. This board will provide oversight of the highest priority elements of the Council's ICT transformation as well as making sure there is corporate oversight of the Council's ICT improvement journey. (Includes One programme)	Director of People and Digital Services	Terms of reference have been drafted Oversight of risk is a priority
			A new digital strategy is being developed that will set out the roadmap and investment needed for the next 4 years	Director of People and Digital Services	- Digital Strategy Approved by Cabinet (May 2024) - Delivery Plan agreed
			The results of the latest Staff Survey are currently being analysed and will be used to develop and hone plans for workforce health and wellbeing. Will track this theme across results of the survey. Highlighting the questions/ responses which linked to this recommendation. In particular analyse the free text responses to drill down into key issues.	Head of Human Resources	An action plan will be developed in collaboration with Digital and ICT service (DICT) to specifically tackle the issues highlighted in the responses. Evidence will be found in the specific reference to the frustrations with DICT in the resilience and wellbeing offer to staff.
			Creation of a Project and Change Management Portfolio Management Office ('PMO') forum group, to share best practice and skills - including Transformation approaches and language referred to in the report (transformation/Improvement/Business As Usual)	Director of Policy, Performance and Governance	First meeting Feb 2024, agenda and discussion points will be recorded along with improvement actions.
3	Ensure the equalities, diversity and inclusion (EDI) agenda is 'lived and breathed' by the entire cohort of leaders	Director of People and Digital Services	Additional corporate capacity is being created to continue to deepen and develop our approach to Equalities, Diversity and Inclusion, including increased support for staff networks.	Director of People and Digital Services	When additional capacity/resources are identified and in place
			Work on uncovering route of concerns Will track this theme across results of the survey. Highlighting the questions/ responses which linked to this recommendation. In particular analyse the free text responses to drill down into key issues.	Head of Organisational Development	An action plan will be developed in consultation with Employee Voice Groups (EVG) and Employee Networks to specifically tackle the issues highlighted in the responses. Facilitated workshops to collaborate with EVG groups and Employee Networks to explore the root cause and co-author potential solutions.
			Wider cohort of senior leaders become sponsors for EDI agenda - for example being sponsors for the employee networks. We name leaders against the LGA best practice framework and action plan. Specific leaders names as owners Currently working up a wider mandatory EDI training programme, this will be developed to have a new focus for senior leaders.	Director of People and Digital Services	All networks to have senior leader sponsor EDI training for leaders developed. EDI training for leaders attended by all senior leaders. Outcomes should feed into staff survey responses above.
			Corporate Leadership Team (CLT) development sessions spring 2024: "Shaping the CLT culture - 'how we work around here' This will inform the decision and approach to organisational development. Programme of development sessions which agree a programme of work 24/25 to agree how we will respond long term. A shared understanding of our key ambitions, organisational design and methodology for aligning priorities with strategy."	Director of People and Digital Services	Sessions completed. Workplan in pace for organisational development. A reviewed 4 year MTFS process for this year (item 8 below)
4	Enable greater collective corporate leadership and the development of cross-organisational dialogue, understanding and approaches	Director of People and Digital Services	Prioritisation support: What are we doing to safeguard our staff health and wellbeing in a highly pressured environment.	Head of Human Resources	Ongoing development of the new Health and Wellbeing (H&WB) Strategy, including a new model that will be running by November '24. The new model will provide a out-reach/targeted service, focused on where there is a known or emerging issue in teams. This will compliment established H&WB processes which are already in place.
			Support and promotion of wellbeing resources. There will also be a key line of enquiry for CLT in the development sessions above - how will we respond to the challenge of prioritising more. Match our resource and prioritisation methodology. CLT prioritising and leading the organisation.	Director of People and Digital Services	Part of the workplan in 4a - specifically around prioritisation and planning.
			A review of the scale of Performance monitoring and reporting: This will begin in May 2024 to ensure the value added by reporting at the different conversation levels, and how that enables cross cutting support and challenge.	Head of Planning, Performance and Insight	Session in May 24 will lead to follow up actions
			Staff survey Results will be published in March - EVG groups will have these in March. Results are going to team leaders now.	Head of Organisational Development	Partnering with Comms to do a 'They said - We did' piece. Employee Voice Group discussions are booked in and will lead to action plans.

5	Demonstrate to people within the organisation that they are being heard and responded to (particularly in relation to the way the Council determines its priorities)	Director of People and Digital Services	Employee Voice Group (EVG) review. EVG groups will help to develop the action plans at the Directorate level. Ensure we optimise the EVG forums, hold workshops to collect targeted feedback from the EVG groups on the 'people centric' action plan recommendations. Asking what do they think our organisational response should be?	Head of Organisational Development	Further iteration of the comms plan. Drilling down into the anecdotal evidence. Key aim will be to increase confidence that we are responding appropriately. Evidence of the feedback from these forums will be visible in the relevant action plans which are developed.
			CLT to agree up to 10 priority actions for the year and commit to regular comms via multiple routes on how we are following up.	Head of Organisational Development/ Head of Communications	Priority actions agreed and in place. Comms on actions released. Followed up in Q&A/EVP sessions.
			Q&A follow ups to staff survey.	Head of Organisational Development/ Head of Communications	A CLT Q&A follow ups booked and delivered.
		Director of Policy, Performance and Governance	Corporate approach to resource allocation - CLT PMO sub group is in planning stage, to oversee cross-cutting delivery of priorities and use of resources corporately.	Head of Planning, Performance and Insight	First meeting and completion of ToR and reporting by end of May 2024.
			Learn from other Council's approach to prioritisation and bring a report to an early meeting of the above group about a proposed approach	Head of Planning, Performance and Insight	Discussion at CLT PMO sub-group and subsequent actions agreed
6	Enable a greater focus on prioritised outcomes for communities through the more effective use of cross-cutting data and intelligence	Director of Policy, Performance and Governance	Develop a Data, Information and Intelligence Strategy to sit alongside / within the Digital Strategy: Developing the necessary skills, culture and investment to take us to the next level in our data and intelligence usage.	Head of Planning, Performance and Insight	Draft Data Strategy developed and shared with Digital Governance Board and other key stakeholders (NB - this may not be in time for November, but will be well on it's way)
			Continue to develop and deploy Power BI dashboards, which change the accessibility and usage of live data for decision making.	Head of Planning, Performance and Insight	Adults, Childrens and Joint Strategic Needs Analysis (JSNA) reporting suite completed and launched.
			Review Data & Analysis (MAIDeN) partnership with District Council colleagues - this offer forms the basis of shared open data with partners and communities.	Head of Planning, Performance and Insight	Scope and future direction of partnership agreed and funded. First meeting due March 2024.
			Launch pilot of data academy apprenticeships for skills development.	Head of Planning, Performance and Insight	Initial pilot of apprenticeships launched likely June 2024)
Additional Recommendations:					
7	Elected Member and scrutiny development.	Director of Policy, Performance and Governance	Develop and Agree protocol on keeping councillors informed on local issues	Director of Policy, Performance and Governance	Protocol approved by Constitution Committee
			Run 'marketplace' event to provide councillors with an opportunity to meet with a range of senior officers, find out more about Council services and fill gaps in their knowledge and understanding of how the council works.	Head of Democratic Services	Event run (May 2024) Evaluation of event and lessons learnt for incorporating into plans for new Council induction (August 2024)
			Improve scrutiny work planning - Create a quarterly scrutiny chairs forum to encourage collective review of the forward plan, and proactive work planning across scrutiny committees (by September 2024)	Head of Democratic Services	Created by Sept. Plan 4-yearly review of scrutiny arrangements (Proposals for review brought to COSC in November 2024)
			Introduce earlier publication of Cabinet and Cabinet Member decisions onto the forward plan	Director of Policy, Performance and Governance	Increased number of items published on forward plan at least 3 months before decision date
8	Extend the horizon for thinking around addressing the financial challenge.	Executive Director of Corporate Resources	A refreshed MTFs process has been programmed for this spring/summer to deliver a fuller 4 year horizon plan for 2025/29.	Director of Finance	Process formed and communicated by May 2024. Will be running and showing progress for reporting in Sept. 2024
9	Celebrate success	Director of People and Digital Services	We have begun to plan the return of our annual staff awards event for 2024 to celebrate achievements and successes. These are linked to the core organisational values. They are non-hierarchical and all staff, all projects can be nominated. Celebrating good work, good ethos, good team relationships.	Head of Organisational Development	First of the new look Staff Awards event will have run by Nov '24. This will be a good news story to share. We will be able to gather feedback from attendees on how it impacted them and ideas to build into next event to demonstrate continuous improvement and collaboration.
			Comms around the staff survey: Suggested plan for the comms, stagger review points. Use KEY achievements (3months, 6m 9m etc etc) Head of Communications to collaborate with Head of Organisational Development - this approach will highlight continuous approach to change and comms to celebrate.	Head of Organisational Development	By November all results will be out and action plans will be underway and implementation will be underway.