

PEER REVIEW RECOMMENDATIONS	ACTIONS TO BE TAKEN TO IMPLEMENT RECOMMENDATION	TIMESCALES FOR COMMENCEMENT	LEAD OFFICER
<p><b>Governance - the Council needs to reassure itself that its governance arrangements are robust.</b></p>	<ul style="list-style-type: none"> <li>● <b>Prepare and present a report to Audit Committee</b> (scheduled for 26.01.2023) confirming the governance arrangements that already in place (likely to include: Annual Governance Statement, Local Code of Corporate Governance, Risk Management Strategy, audit reports, decision making, system of internal control, LGO reports; financial resilience/CFO assurance, Audit Committee’s effectiveness), and identifying any gaps/actions required to bolster governance arrangements where needed.</li> <li>● <b>Introduce two independent members</b> to the Audit Committee in accordance with ‘CIPFA’s Position Statement: Audit Committees in Local Authorities and Police 2022’ good practice guidance. Commence with recruitment campaign.</li> <li>● <b>Implement a programme of regular training for Audit Committee members</b> to include legislative/regulatory requirements; role and expectations, features of governance (audit, risk and compliance).</li> <li>● Revisit terms of reference and consider Renaming Audit Committee to <b>Audit &amp; Governance Committee</b> to reflect the breadth of its responsibilities and ensure governance is a focal part of the committee’s function.</li> </ul>	<p>January 2023</p> <p>May 2023</p> <p>May/June 2023 as part of new members induction programme</p> <p>May 2023</p>	<p>Angela Claridge</p> <p>David Stanley Angela Claridge</p> <p>Angela Claridge Andrew Brown</p> <p>Constitution Working Group (CWG), supported by Angela</p>

	<ul style="list-style-type: none"> <li>● <b>Deliver Democratic Services Action Plan</b> - ensuring the smooth and efficient management of decision making processes.</li> <li>● <b>Ensure Constitution continues to reflect robust governance processes and arrangements via timely updates.</b></li> </ul>	<p>July 2022</p> <p>March 2023</p>	<p>Claridge/Andrew Brown</p> <p>Constitution Working Group (CWG), supported by Angela Claridge/Andrew Brown</p>
<p><b>Refine and adapt the leadership approach in engaging local authority partners in order to ensure shared objectives are achieved.</b></p>	<ul style="list-style-type: none"> <li>● Work with Cabinet via Away Day session, or dedicated Informal Cabinet session to <b>identify the best ways to develop strong relationships with key partners, namely GCC</b>, in order to ensure CDC's interests are best served.</li> </ul>	<p>January 2023</p>	<p>Rob Weaver</p>
<p><b>Determine what Overview and scrutiny is there to do and provide the appropriate support to it.</b></p>	<ul style="list-style-type: none"> <li>● Hold workshop session with Chair and Vice Chair of O&amp;S Committee to <b>review findings of the Corporate Peer Review, to identify opportunities for enhancement.</b></li> <li>● <b>Ensure Executive/Scrutiny Protocol agreed at Full Council (16.11.2022) is embedded in terms of future ways of working.</b></li> <li>● <b>Prepare and present to O&amp;S Committee Peer Review outcomes and considerations</b> report to discuss peer review outcomes &amp; consider options.</li> <li>● <b>Provide Centre for Governance &amp; Scrutiny 'Scrutiny Essentials'</b> training course for O&amp;S Committee members.</li> </ul>	<p>January 2023</p> <p>January 2023</p> <p>February 2023</p> <p>May 2023 as part of new councillor induction programme</p>	<p>Angela Claridge Claire Locke Rob Weaver</p> <p>Angela Claridge Andrew Brown</p> <p>Angela Claridge</p> <p>Angela Claridge Andrew Brown</p>

	<ul style="list-style-type: none"> <li>● <b>Maximise links with the SW Overview &amp; Scrutiny Network</b> (a forum for representatives to share key priorities, good practice and ideas on improving the scrutiny process).</li> <li>● <b>Utilise member briefings</b> rather than O&amp;S Committee as a mechanism to update members on service and operational developments and responding to requests for follow-up information from Council meetings.</li> <li>● <b>Maximise input of recently allocated Publica Assistant Director in terms of assisting Overview &amp; Scrutiny</b> in terms of work plan development, roles and responsibilities and embedding change.</li> </ul>	<p>February 2023</p> <p>January 2023</p> <p>January 2023</p>	<p>Andrew Brown</p> <p>Angela Claridge</p> <p>Claire Locke</p>
<p><b>Establish a training and development programme for elected members</b></p>	<ul style="list-style-type: none"> <li>● <b>Maximise use of the existing councillor's portal</b> as a means of advertising and actively promoting both in house and externally provided training.</li> <li>● <b>Undertake review of councillor's training needs in advance of May 2023 Elections</b>, to ensure roll out of new councillor training programme is exemplary.</li> <li>● <b>Create member training and development steering group</b> – key purpose - to receive regular updates on member training and development and contribute to discussions regarding the training development programme.</li> <li>● <b>Ensure a 'new Councillor induction pack' is prepared and presented to each new Councillor on 4<sup>th</sup> May 2023</b>, and subsequently at any By-Election, including welcome letter from CEO, background to CDC, contact details for key officers, a schedule of training and development 'dates for diaries' and named Democratic service 'buddies' that will act as a single</li> </ul>	<p>January 2023</p> <p>March 2023</p> <p>February 2023</p> <p>April 2023</p>	<p>Angela Claridge Andrew Brown</p> <p>Angela Claridge</p> <p>Angela Claridge</p> <p>Angela Claridge Andrew Brown</p>

	<p>point of contact for any queries in the first few weeks of a new Councillors taking office.</p> <ul style="list-style-type: none"> <li>● <b>Work towards achieving LGA’s Member Development Charter</b> - the charter signifies a commitment to introduce a policy that supports and encourages member development.</li> </ul>	July 2023	Angela Claridge Andrew Brown
<p><b>Continue to ensure Cabinet members are cognisant of the financial challenges and demonstrate the required leadership and collective responsibility for addressing it</b></p>	<ul style="list-style-type: none"> <li>● <b>Develop a programme of financial briefing sessions for Informal Cabinet</b>, looking at local and national picture and implications for CDC MTFS.</li> <li>● <b>Develop and deliver a wider all member finance briefing session programme</b> on aspects of Local Government Finance to include specific areas such as Treasury Management and the implications of the Local Government Finance Settlement.</li> <li>● <b>Initiate the Cabinet Transform Working Group</b>, (proposal agreed at Cabinet in December 2022) tasked primarily with receiving regular updates on progress against the Publica and Ubico savings and efficiencies targets as part of an ongoing strategy to mitigate the forecast adverse financial position. Ensure where possible synergy with Shareholder Engagement forums.</li> </ul>	January 2023	David Stanley
		January 2023	David Stanley
		January 2023	Rob Weaver David Stanley
<p><b>Take stock of the Recovery Investment Strategy and what it can deliver</b></p>	<ul style="list-style-type: none"> <li>● <b>Review the Capital Programme Planning</b> process in light of the Council decision to rescind the RIS(16/11/2022) to ensure it is fit for purpose.</li> </ul>	January 2023	David Stanley

<p>(NB- this recommendation pre-dates the rescinding of the RIS – the actions therefore reflect what is now needed in light of this)</p>	<ul style="list-style-type: none"> <li>● <b>Review the Terms of Reference of the Capital Investment Board</b>, the purpose of this board and its continuation, in light of the rescinded Recovery Investment Strategy.</li> <li>● <b>Develop the 2023/24 Capital Strategy and 2023/24 Treasury Management Strategy</b> with reference to the Council’s Priorities and the relevant CIPFA Guidance.</li> <li>● <b>Create a Capital Financing Strategy</b> setting out the good practice and guidelines that will be adopted when considering investment opportunities requiring borrowing, or include this as part of the treasury management programme.</li> </ul>	<p>February 2023</p> <p>January 2023</p> <p>February 2023</p>	<p>David Stanley</p> <p>David Stanley</p> <p>David Stanley</p>
<p>Ensure all necessary due diligence is undertaken in relation to the budget proposals and that the proposals are realisable</p>	<ul style="list-style-type: none"> <li>● <b>Develop 2023/24 financial budget scenarios with sensitivity analysis</b> (stress testing) of budget proposals to ensure a credible budget can be put forward in February 2023.</li> </ul>	<p>January 2023</p>	<p>David Stanley</p>
<p>Address the concerns of some staff about the way they are treated by some senior leaders within the council and the Publica organisation,</p> <p>&amp;</p> <p>Develop a focus on organisational culture and behaviours and staff well-being</p>	<ul style="list-style-type: none"> <li>● <b>Clarify process of councillor engagement with staff (routes, prioritisation, expectation management, timescales etc.)</b> with particular reference to email communications.</li> <li>● <b>Align with the ‘Great Place to Work/Investors in People (IiP) &amp; Leadership’ project.</b> Specifically to support the IiP indicators ‘Living the Organisation Values &amp; Behaviours’ and ‘Empowering &amp; Involving People’</li> <li>● <b>Revisit Publica focus on organisational culture, values and behaviours</b> and <b>engage and work with the Staff Forum Group</b></li> </ul>	<p>January 2023</p> <p>March 2023</p>	<p>Rob Weaver Jan Britton</p> <p>Angela Claridge Zoe Campbell</p> <p>Angela Claridge Zoe Campbell</p>

	<ul style="list-style-type: none"> <li>● <b>Update Member/Officer Protocol</b> (part of the Constitution) and share with Members - agree protocols and approaches for engagement between Members and Officers.</li> <li>● <b>Revisit and refresh the Staff Recognition and Reward scheme</b> to highlight examples of great service, providing a mechanisms for both senior officers and Councillors to make nominations.</li> </ul>		<p>Angela Claridge</p> <p>Angela Claridge Zoe Campbell</p>
<b>Appropriateness of some services remaining within Publica</b>	<ul style="list-style-type: none"> <li>● <b>Give consideration to reviewing service delivery options</b>, and undertaking an analysis of the advantages and disadvantages of bringing some service areas back into the Council, (which could include Democratic Services, Elections, Planning, Procurement &amp; Commissioning lead).</li> </ul>	February 2023	Rob Weaver Jan Britton
<b>Where direction is set, clarity of roles, accountability</b>	<ul style="list-style-type: none"> <li>● <b>Revisit key roles and responsibilities</b> and if necessary seek to re-set relationship between CDC and Publica, via Away Day session between CDC snr management and Publica MD and Exec Director.</li> <li>● Subsequently ensure input and views of leader, Deputy Leader and Cabinet are included as part of the 're-set' process.</li> <li>● <b>Revisit and communicate how shared responsibilities across Councillor/retained officers/Publica senior officer cohorts operate</b>, to provide clarity to staff and stakeholders where necessary.</li> <li>● <b>In the interests of providing the best customer service, review the appraisal process for Publica MD and Exec. Directors</b>, which could include greater engagement and input from Council CEO and Leader to provide better mechanisms for</li> </ul>	<p>February 2023</p> <p>April 2023</p>	<p>Rob Weaver Jan Britton</p> <p>Rob Weaver Jan Britton</p>

	<p>monitoring and communicating expectations, performance and accountability, In the interest of the partnership and customer service.</p> <ul style="list-style-type: none"> <li>● Clarify and confirm accountability process for GM's and Exec Director in a similar way and for similar reasons.</li> </ul>	April 2023	Rob Weaver Jan Britton
<b>How increased strategic capacity is provided to support the council</b>	<ul style="list-style-type: none"> <li>● <b><i>Re-visit and clarify the extent to which Publica is in a position to provide strategic capacity and input</i></b>, versus day to day BAU, for example in relation procurement and commissioning.</li> <li>● Consider where there are currently 'gaps' within strategic support and how these could best be filled.</li> <li>● Determine the best ways to fill any identified gaps in process.</li> </ul>	March 2023	Rob Weaver Jan Britton
<b>Translating the political objectives into manageable deliverables</b>	<ul style="list-style-type: none"> <li>● <b><i>Consider the best ways to ensure that the Administration are providing clear political objectives</i></b> and importantly that these are understood by all.</li> <li>● <b><i>Ensure the clear political objectives of the Administration are translated into manageable deliverables</i></b>, particularly around agreement of timescales and deadlines for key projects. This action point will build on the successful Cabinet away days, where the Councils corporate Plan is used as the basis for identifying and agreeing projects and timescales.</li> </ul>	January 2023	Rob Weaver Angela Claridge  Rob Weaver Angela Claridge

<p><b>Sense of identity – providing mechanisms to support staff identify with both Publica and the Council</b></p>	<ul style="list-style-type: none"> <li>● CEO and Leader to initiate staff Q&amp;A to share updates on key CDC projects, ambitions and direction.</li> <li>● Review 'organisational effectiveness' to seek to address staff struggling to identify with one or both organisations.</li> </ul>	<p>February 2023</p>	<p>Rob Weaver Zoe Campbell Jan Britton</p>
<p><b>Performance and value for money</b></p>	<ul style="list-style-type: none"> <li>● <b><i>Initiate VFM review to enable further benchmarking and analysis to take place</i></b></li> <li>● <b><i>Re-set and revisit Publica Contract/SLA and key roles and responsibilities</i></b></li> <li>● <b><i>Utilise 'nearest neighbour' analysis tools including LGInform to provide a broader basis upon which to judge and manage performance and service delivery</i></b>, via use of LG Inform or similar data set tools.</li> <li>● <b><i>Feed KPI review into O&amp;S work plan</i></b> for performance setting metrics</li> <li>● <b><i>Seek to become top quartile in terms of service delivery</i></b> with particular regard to planning, non-domestic rates collection, vacant dwellings, council tax collected.</li> <li>● <b><i>Refresh target setting process, outcomes and processes</i></b> to ensure that recognition of performance is broader than just Publica partner councils.</li> <li>● <b><i>Ensure that Publica does not lose sight of the basics of service delivery</i></b> in relation to the Publica Business Plan.</li> </ul>	<p>March 2023</p>	<p>Rob Weaver David Stanley Frank Wilson</p>
<p><b>Enhanced sense of identity (CDC retained staff base – CFU Legal services</b></p>	<ul style="list-style-type: none"> <li>● <b><i>Hold post Peer Review meeting</i></b> with managers of these service areas via routine one to one process. This will enable a better understanding in relation to the sense of identity comments raised.</li> </ul>		<p>Rob Weaver David Stanley Angela Claridge</p>