

Peer Challenge Action Plan

Recommendation	Actions	Specific Actions	Lead Member(s)	Lead Officer(s)	RAG Status and timescale
Get ready to take the tough and potentially unpopular decisions about what are not priorities for the borough.	<ol style="list-style-type: none"> <li>1. Council Plan review</li> <li>2. Budget planning process</li> <li>3. Site Allocations</li> <li>4. Asset Management Strategy</li> </ol> <p>Existing work ongoing – need to use results of the above exercises to identify and communicate non priorities</p>	<p>Review results of budget process</p> <p>Identify areas of non priority</p> <p>Articulate in Council Plan</p>	<p>Portfolio Holder for Finance &amp; Budget Management</p> <p>Council Leader</p>	<p>Kelvin Turner, Executive Director (Resources and Support Services)</p> <p>John Sellgren, Chief Executive</p>	<p>December 2012 – February 2013</p>
Consider the options and decide on capital expenditure strategy. Do this as soon as possible.	<ol style="list-style-type: none"> <li>1. Budget process</li> <li>2. Assets review</li> <li>3. Assets disposals</li> <li>4. Capital strategy</li> </ol> <p>Work is ongoing – needs to be focused on strategic direction for spending</p>	<p>Review position in terms of Capital</p> <p>Establish strategic direction and options</p>	<p>Portfolio Holder for Finance &amp; Budget Management</p> <p>Portfolio Holder for Regeneration, Planning &amp; Town Centres Development</p>	<p>Kelvin Turner</p> <p>Neale Clifton, Executive Director (Regeneration &amp; Development)</p> <p>Jeff Hamnett, Head of Assets</p>	<p>December 2012 – February 2013</p>
Continue to invest in members, including the technology, tools and training that enables and supports them to do the job of a modern councillor.	<ol style="list-style-type: none"> <li>1. Member development group</li> <li>2. Member ICT pilot</li> <li>3. Member training and development</li> </ol> <p>Ongoing work – developing via the Member Development Group and also via other work streams such as The Way We Work (TWWW)</p>	<p>Review existing position and evaluate any changes made</p> <p>Set out ongoing vision for Members</p> <p>Establish position in relation to use of IT etc and key priority areas</p>	<p>Council Leader</p> <p>Chair, Member Development Group</p>	<p>Geoff Durham, Members Services Officer</p> <p>Jeanette Hilton, Head of Customer Services &amp; ICT</p>	<p>January 2013 – December 2013</p>

**APPENDIX A**

<p>Consider how all 60 councillors can be as engaged and involved as they should be in decision-making and policy development (including full council).</p>	<ol style="list-style-type: none"> <li>1. Continue to develop scrutiny processes</li> <li>2. Further develop Cabinet Panels for cross-party policy development</li> <li>3. Clarify role of full Council and continue to ensure active participation of all councillors</li> </ol> <p>New piece of work – but building on previous peer challenge process focused on scrutiny and constitution</p>	<p>Develop scrutiny action plan further</p> <p>Introduction of Cabinet Panels</p> <p>Review of role of full Council and existing practices/ procedures</p>	<p>Chair, Transformation &amp; Resources Overview &amp; Scrutiny Committee</p> <p>Council Leader</p> <p>Mayor</p> <p>Group Leaders</p>	<p>Louise Stevenson, Scrutiny Officer</p> <p>Executive Management Team (EMT)</p> <p>John Sellgren</p>	<p>January 2013 – December 2013</p>
<p>Keep a close eye on staff morale and engagement through softer measures as workloads inevitably increase.</p>	<ol style="list-style-type: none"> <li>1. Rollout workforce development strategy</li> <li>2. Sustain IIP commitments</li> <li>3. Continue 'Meet the Leadership' programme</li> <li>4. Rollout flexible working arrangements</li> <li>5. Review and revise staff recognition scheme</li> <li>6. Continue to monitor workloads closely through appraisals and keep-in-touch meetings</li> <li>7. Hold a further round of 'Involve' briefings</li> <li>8. Develop staff to work for the 'co-operative council'</li> </ol> <p>Builds on existing work around workforce development and other initiatives</p>	<p>Completion of Workforce Development Strategy (to include Co-operative Council work)</p> <p>Undertake IIP assessment</p> <p>Update and develop Meet the Leadership</p>	<p>Portfolio Holder for Finance &amp; Budget Management</p> <p>Council Leader</p> <p>Chair, Staffing Committee</p>	<p>Sarah Taylor, HR Officer (Workforce Development)</p> <p>EMT</p> <p>Jeanette Hilton</p> <p>All managers</p>	<p>January 2013 – June 2013</p>

## Specific actions identified in text of report not specifically included above

<b>Understanding of local context and policy setting</b>				
<b>Recommendation</b>	<b>Actions</b>	<b>Lead Member</b>	<b>Lead Officer(s)</b>	<b>RAG Status and timescale</b>
Improve the customer journey	Implement customer journey development programme (also links with the co-operative council work)	Council Leader	EMT Programme Board	January 2013 – June 2013
Implement performance management measures	Finalise new performance management framework	Council Leader	Mark Bailey, Head of Business Improvement & Partnerships	December 2012 – February 2013
Accelerate some savings plans and develop further options	Bring forward invest to save options for budget review process  Identify budget options which can be brought forward  Progress shared services proposals to secure future savings  Review budget options not required to deliver 2013/14 budget as an 'amber list' set	Portfolio Holder for Finance & Budget Management	EMT  Wider Management Team (WMT)	December 2012 – June 2013
<b>Leadership</b>				
Ensure all partners delivering to agreed priorities and targets	Clarify partnership priorities and deliverables in context of partner plans, Council Plan and NBC key strategies  Links with the co-operative council concept	Council Leader	Mark Bailey	January 2013 – April 2013
Ensure visible leadership and	Continue Meet the Leadership and Involve programmes	All Cabinet Members	EMT/WMT	January 2013 – December 2013

**APPENDIX A**

communication inside the organisation	Continue staff internal communications		Phil Jones, Head of Communications	
<b>Governance and decision making</b>				
Undertake pre-decision scrutiny	Continue and develop process for scrutiny consideration of options and making recommendations to Cabinet	Council Leader  Chair, Transformation & Resources Overview & Scrutiny Committee	EMT  Louise Stevenson	January 2013 – June 2013
Ensure regulatory committees have due regard to wider council priorities	Include standard paragraph in all relevant reports setting out ‘implications for council priorities’  Hold briefing session for regulatory committee chairs  Ensure ‘relevant considerations’ forms part of Member training	Chair, Transformation & Resources Overview & Scrutiny Committee  Chair, Member Development Group	Paul Clisby, Head of Central Services  Member Services	January 2013 – June 2013
Develop strategic framework to involve LAPs more in decision making and scrutiny processes	Develop Constitutional provisions for LAP involvement in council’s decision-making and scrutiny processes  Establish support mechanisms for LAPs to develop and deliver  Links with the co-operative council concept	Council Leader  Chair, Transformation & Resources Overview & Scrutiny Committee	Mark Bailey  Paul Clisby	January 2013 – June 2013
Work with Town and Parish councils to develop and clarify	Hold regular meetings with Town and Parish Council Chairs and Clerks  Develop single NBC point of contact for T&PCs	Council Leader	John Sellgren  Mark Bailey	January 2013 – June 2013

**APPENDIX A**

<p>mutual expectations and roles, including relationships with LAPs</p>	<p>Support the T&amp;PCs to develop parish plans and securing Quality status</p> <p>Formulate locality plans setting out shared priorities to town/parish council, LAP and NBC (to include other partners as appropriate)</p> <p>Links with the co-operative council concept</p>			
<p><b>Capacity</b></p>				
<p>Ensure Member support matches requirements of modern councillor role</p>	<p>Progress the work of the Member Development Group</p> <p>Implement Member ICT pilot</p> <p>Continue commitment to Member training and development</p> <p>Links with the co-operative council concept</p>	<p>Chair, Member Development Group</p>	<p>Geoff Durham</p> <p>Jeanette Hilton</p>	<p>January 2013 – December 2013</p>
<p>Support Members in developing the role as community advocates</p>	<p>To be part of Member training support</p> <p>Support Member casework management with appropriate ICT links</p> <p>Support Members in community leadership role in LAPs</p> <p>Links with the co-operative council concept</p>	<p>Council Leader</p> <p>Chair, Member Development Group</p>	<p>Geoff Durham</p> <p>Jeanette Hilton</p> <p>Mark Bailey</p>	<p>January 2013 – December 2013</p>
<p>Implement a clearer and more cohesive culture change</p>	<p>Refresh organisational values</p> <p>Communicate organisational values</p>	<p>Council Leader</p>	<p>John Sellgren</p> <p>Phil Jones</p>	<p>December 2012 – February 2013</p>

**APPENDIX A**

programme	<p>Ensure values are reflected in key documents and processes including; plans, appraisals and communications</p> <p>Links to the co-operative council approach – development of a co-operative culture</p>		<p>Mark Bailey</p> <p>Richard Durrant, Head of Human Resources</p>	
Continue to harness the enthusiasm and talents of the Wider Management Team	<p>Continue project-based approach to work of WMT</p> <p>Encourage WMT members to lead cross-cutting projects</p> <p>Continue to involve WMT in budget planning and review process</p>		<p>WMT</p> <p>EMT</p> <p>WMT</p>	January 2013 – June 2013
Clarify offer to help build and coordinate community capacity	<p>Formulate with partners and ‘Community Development Charter’ setting out roles and responsibilities</p> <p>Clarify NBC capacity to support community development and communication with partners</p> <p>Links to the co-operative council concept</p>	Council Leader	Mark Bailey	January 2013 – June 2013
<b>Development of a Co-operative Council</b>				
Developing the Co-operative Council approach	<p>Engagement with other stakeholders on what being a ‘co-operative council’ means</p> <p>Developing a charter of minimum standards for the co-operative council (Newcastle under Lyme B.C.)</p> <p>Improving the customer journey (see above)</p>	Council Leader	<p>John Sellgren</p> <p>Mark Bailey</p>	January 2013 – May 2013

	<p>Embedding the concept of a co-operative council in consultation and decision-making</p> <p>Set out the behaviours, attitudes and values expected of all stakeholders of the co-operative council – use of a code of conduct</p> <p>Further development of support for Members, staff and communities (see Member development and staff development above – also community development)</p> <p>LAPs to champion the co-operative concept</p> <p>Making land and property assets work for the community</p> <p>Develop a model of co-production</p> <p>Demonstrate how to meet the minimum standards for data transparency and also exceed them</p>			
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