

CORPORATE PEER CHALLENGE ACTION PLAN

Chief Executive's Department



Plymouth City Council
Peer Review Response

No.	Recommendation	Actions	Timeframe	Cabinet / CMT Lead(s)
1.	Capture the learning from the positive engagement the council undertook with partners through Covid and ensure it's not lost – take time to pause and reflect after a period of unprecedented activity and demand, and ensure the approach to consultation, engagement and customer experience is consistently positive.	<p>Deliver the following actions set out in the Community Empowerment Programme action plan to embed the learning from COVID-19 and ensure that our partners, residents, communities and businesses have their voices heard and are able to participate in the design and delivery of services:</p> <ul style="list-style-type: none"> • Deliver the Community Builders Asset Based Community Development programme which aims to facilitate community listening and resilience building through an extensive network of employed community workers across the city focusing on most vulnerable communities. • Deliver the biennial City Survey and use data and intelligence from it to monitor levels of engagement and identify where engagement resources should be targeted across the city. • Continue to reflect on how we effectively work with communities and deliver two further 'Community Empowerment Programme – community of practice' sessions. • Attend four partnership boards to raise awareness of Our engagement framework and regularly attend meetings with the voluntary and community sector to facilitate effective partnership working. 	<p>Community Builders in post August 2022</p> <p>October 2022</p> <p>October 2022</p> <p>October 2022</p>	<p>Cllr Pat Patel, Cabinet Member for Customer Services, Culture, Leisure & Sport / Cllr Rebecca Smith, Cabinet Member for Planning, Homes & Communities</p> <p>Andy Ralphs, Strategic Director of Customer and Corporate Services / Ruth Harrell, Director of Public Health</p>

		<ul style="list-style-type: none"> • Provide funding to increase the number of Neighbourhood Networks in the city which were developed as a response to the COVID-19 pandemic. • Continue to develop our volunteering programme through the recruitment of at least 150 event volunteers through the Our Plymouth platform to support city wide events. • Deliver Community Empowerment Programme workshops to the senior leadership team and councillors. • Include proposals for greater and more joined up engagement with children and young people in the Community Empowerment Programme annual review. <p>Deliver the following actions in the One Council Programme:</p> <ul style="list-style-type: none"> • Refresh Customer Experience Strategy to be agreed by Cabinet following Scrutiny Task and Finish. 	<p>October 2022</p> <p>October 2022</p> <p>February 2023</p> <p>October 2022</p> <p>October 2022</p>	
2.	Review key plans and strategies to reflect the post-pandemic 'new normal' i.e. increases in service demand, taking the opportunity to review ambition to ensure it aligns with capacity and resources.	<p>Leader's overview and priorities: to be agreed by Cabinet 07 July 2022.</p> <p>Undertake the business prioritisation process for 2023/24 aligning to the development of the new Medium Term Financial Plan.</p> <p>Undertake a review of key plans and strategies as set out in the Plymouth Plan hierarchy and Council's Operating manual for 2022/23 taking into account the Change</p>	<p>July 2022</p> <p>September 2022</p> <p>October 2022</p>	<p>Cllr Richard Bingley, Leader and Cabinet Member for HR, IT & Community Safety / Cllr Mark Shayer, Deputy Leader and Cabinet Member for Finance and Economy</p>

	Developing a more consistent approach to using data and intelligence (including community insight) to drive service delivery and improvement and inform financial decision making will be fundamental to this.	<p>Programme, the developing MTFP and the Corporate Plan. To be undertaken in tandem with the review of Partnership Boards as set out in the actions to address recommendation 3.</p> <p>Deliver the following actions in the One Council Programme:</p> <ul style="list-style-type: none"> Align digital and data/intelligence resources across the organisation. Commence development of customer insight intelligence and insights hub. 	<p>October 2022</p> <p>December 2022</p>	CMT with Giles Perritt, Assistant Chief Executive as reporting officer
3.	Build on the effective relationships with external partners across a larger geographical footprint to maximise opportunities, especially those offered through the emerging County Deal, and support political leaders to enhance their visibility in these partnerships. As part of this, the council should consider reviewing the Terms of Reference of the Boards and their strategic rationale in order to simplify channels of engagement for all external stakeholders.	<p>The Leader and Chief Executive of the Council continue to play an active role in ensuring that any Deal for the area is meaningful and delivers tangible benefits for the city in line with the negotiation timeline.</p> <p>Undertake a review of governance and terms of reference for boards as part of the Constitutional Review.</p> <p>Scope partnership Board review specification and terms of reference in tandem with the review of key plans and strategies as set out in the actions to address recommendation 2.</p> <p>The new Cabinet is being supported by both PCC officers and Local Government Association colleagues to ensure councillors are equipped to enhance their visibility across a range of partnership arrangements.</p> <p>Simplify communications with external stakeholders through the city-wide communications group.</p>	<p>February 2023</p> <p>October 2022</p> <p>October 2022</p> <p>October 2022</p> <p>Monthly</p>	<p>Cllr Richard Bingley, Leader and Cabinet Member for HR, IT & Community Safety</p> <p>Giles Perritt, Assistant Chief Executive</p>
4.	Continue to move forward proposals to review the electoral cycle	At the Full Council meeting on the 21 March 2022 it was agreed that the decision to consult the public would be delegated to the Audit and Governance meeting to be	July 2022	Cllr Richard Bingley, Leader and Cabinet Member for HR, IT & Community Safety

	to help to reach a lasting conclusion.	held 25 th July 2022. If agreed a public consultation will be undertaken at a time agreed by the Committee.		Giles Perritt, Assistant Chief Executive
5.	Undertake an external review of Scrutiny, looking to enhance opportunities for all members to engage with, and influence the policy agenda. Look to support this by refreshing the council's on-going member development offer so that all members can develop and maintain high levels of skills and knowledge.	<p>Scope of review being developed with the Scrutiny Management Board. Initial discussions with the Centre for Public Scrutiny are underway. The review is expected to begin over the Summer and to conclude by the end of the calendar year.</p> <p>Seek to gain chartered accreditation for Member Development through South West Councils and the LGA.</p>	<p>January 2023</p> <p>June 2023</p>	<p>Cllr Richard Bingley, Leader and Cabinet Member for HR, IT & Community Safety</p> <p>Giles Perritt, Assistant Chief Executive</p>
6.	Promote and embed risk awareness across the organisation and continue to address and report progress against key financial risks and external audit requirements.	<p>Discussion underway with Gallagher Bassett (PCC Insurer) to take advantage of 20 risk control days available to the Council. A training programme will be in place by the end of July.</p> <p>Refresh the Council's current Risk and Opportunity Management Strategy.</p> <p>Finance to monitor and report on all Internal and External Auditor recommendations and requirements (reporting to each Audit and Governance committee from July 2022).</p> <p>New 'extraordinary' event process in place to ensure external auditors are aware before decisions are made.</p> <p>Closer working relationship between finance and legal statutory officers.</p>	<p>July 2022</p> <p>September 2022</p> <p>July 2022</p> <p>In place from April 2022 and ongoing</p> <p>In place from April 2022 and ongoing</p>	<p>Cllr Mark Shayer, Deputy Leader and Cabinet Member for Finance and Economy</p> <p>Giles Perritt, Assistant Chief Executive</p>

7.	Review capacity and clarity of purpose within the Change Programme to secure wider buy-in and consider securing transformational IT capacity when reviewing current contractual arrangements.	<p>Deliver the following actions set out in The Way We Work Next Wave of Change:</p> <ul style="list-style-type: none"> • Resourcing Strategy agreed. • Complete the refocus of Delt. • Implement resourcing strategy to meet programme requirements across the organisation. • Engage organisation in change efforts with ongoing communications and opportunities to get involved in delivery. 	<p>June 2022 September 2022 December 2022 February 2023</p>	<p>Cllr Richard Bingley, Leader and Cabinet Member for HR, IT & Community Safety</p> <p>Andy Ralphs, Strategic Director of Customer and Corporate Services</p>
8.	Develop a stronger corporate asset management approach/strategy, building in a stronger focus on delivering social value alongside the Growth Dividend and seeking to facilitate and maximise community capacity.	<p>Deliver the Optimising Our Assets Programme to maximise the enabling capabilities and financial returns from our asset classes through a three stage approach:</p> <ul style="list-style-type: none"> • Stage 1: Laying the Foundations to begin to develop a long-term Asset Management Strategy. • Stage 2: Developing the Asset Management Strategy. • Stage 3: Implementation and Growth of a planned preventative maintenance programme, a quadrennial (listed and historic buildings) programme and a surplus property programme. 	<p>April 2023 November 2023 January 2024 and beyond</p>	<p>Cllr Mark Shayer, Deputy Leader and Cabinet Member for Finance and Economy</p> <p>Andy Ralphs, Strategic Director of Customer and Corporate Services</p>
9.	Continue to embed rigour and transparency in budget setting and monitoring – both revenue and capital – to ensure that financial challenges and risk are consistently understood and mitigated across the organisation.	<p>Deliver revised approach to budget setting and MTFP:</p> <ul style="list-style-type: none"> • Undertake workshops with LGA Finance and peer groups to review current processes and different approaches going forward (initial meeting held on 11 March with LGA team with prospect of 3 month follow up). • Embed finances into Business Plans through the business priorities exercise to ensure the strategic impacts of potential budget and delivery decisions is better understood. 	<p>Activity commenced in March 2022 with follow up sessions.</p> <p>June to September 2022</p>	<p>Cllr Mark Shayer, Deputy Leader and Cabinet Member for Finance and Economy.</p> <p>Brendan Arnold, S151 Officer and Service Director for Finance</p>

		<ul style="list-style-type: none"> Engage SLT in budget process / ownership. Continue monthly finance monitoring but with enhanced data sets and supplemental information to be added to monitoring reports. Hold CMT Finance workshops following quarterly MTFP workshops. Implement the decision taken by CMT on the Capital Forum. Revise the budget scrutiny process. 	<p>Commenced on 16 May and will continue through Autumn.</p> <p>July 2022</p> <p>July / August 2022</p> <p>From December 2022</p> <p>November 2022</p>	
10.	Embed the workforce strategy including recruitment, retention, and succession planning, and continue to ensure sufficient organisational capacity to satisfy external audit requirements.	<p>Deliver the following actions set out in the People Strategy:</p> <ul style="list-style-type: none"> Establishment control: understanding of permanent and temporary workforce; data / intelligence informing decision making in strategic workplace planning. Streamline recruitment processes, which efficiently respond to different service needs and diverse candidate requirements. Develop employer branding. Review of reward initiatives and employee deal. Development of access programmes e.g. work experience, internships, apprenticeships and graduate programmes. Workforce development plans in place. 	<p>August 2022</p> <p>December 2022</p> <p>March 2023</p> <p>June 2023</p> <p>June 2023</p> <p>September 2023</p>	<p>Cllr Richard Bingley, Leader and Cabinet Member for Governance, HR, IT & Community Safety</p> <p>Andy Ralphs, Strategic Director of Customer and Corporate Services</p>

		<ul style="list-style-type: none">• Demonstrating an inclusive culture through employee engagement, retention, support and development.	September 2023	
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