

Corporate Peer Challenge LGA 2019/20 – Q2 update report

Code	Action Required	Deadline	Lead Officer	Status	Comments
CRD1	Commence senior officer restructure to ensure sufficient strategic capacity is in place at the top of the organisation.	31/10/2019	Lucy Powell	On Target 	18/11/2019: Quarter 2: Interviews for the 4 Strategic Directors commenced on 8 th October 2019 with the final interviews on the 16 December 2019.

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CRD2	Agree short-term priorities and actions for the period to May 2020.	16/05/2019	Kathy O'Leary	Completed	16/07/2019: Quarter 1: The updated Corporate Delivery Plan with Key Actions for 2019/20 was approved by Council 16 May 2019. Progress will be recorded and monitored regularly by SLT and OMT (on Excelsis) and reported quarterly to SLT and committees.

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CRD3	Ensure the integrity of the current IT system. Review the progress and suitability of current plans, capability and capacity in respect of this, and beyond that to confirm that emerging plans in respect of ICT development and digital delivery fit with longer term transformation plans.	31/05/2020	Sean Ditchburn	On Target 	18/11/2019: Quarter 2: Foresight Consulting have produced a detailed plan to remediate the immediate infrastructure issues. Commencing with a desktop refresh of laptops to replace the existing Citrix terminals. Additionally anticipating future cloud requirements we are increasing the capacity and speed of both our site to site and external web connections.
CRD4	Work with all key stakeholders over the next year to develop a clear vision and priorities for the council aligned to our medium term financial plan (MTFP), to be agreed in the next iteration of the Corporate Delivery Plan (CDP) and once approved ensure this is communicated effectively to residents, businesses and other partners	31/05/2020	Andrew Cummings	On Target 	15/11/2019: Quarter 2: Progress has been relatively limited in the quarter due to the team being short staffed for most of the period. A timetable for development of the CDP has been produced and some elements are underway including the annual survey of residents and businesses.

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CRD5	<p>Create time for the political and managerial leadership teams, both informally and formally to have the 'strategic conversations'.</p> <p>This will help develop a strong leadership team and help them develop clear priorities and plans to be put in place focused on SDC's improvement, for the district and the wider county and sub region.</p>	30/04/2020	Andrew Cummings	On Target 	15/11/2019: Quarter 2: Budget workshops were used to develop strategic conversations around financial plans and priorities for the upcoming year. 3/4 of Strategic Directors are now appointed and once in place regular conversations will be scheduled with political leaders

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CRD6	<p>Establish effective workforce planning and performance management arrangements so that the Council has a committed and engaged staff group with clarity in terms of the expectations of them and sufficient capacity to deliver its plans. The Council should:</p> <ul style="list-style-type: none"> • Review is future staffing arrangements, ensuring strategic fit and the development of a 'one council' ethos • Develop core transformation plans and ensure sufficient capacity to enable effective delivery and monitoring. This includes consideration of ICT provision. • Establish appropriate pay and reward arrangements for staff • Ensure consistent compliance with, and outcomes arising from, core HR policies are delivered eg appraisals • Ensure consistent oversight, management and compliance with key performance management practices. 	30/04/2020	Andrew Cummings	On Target 	15/11/2019: Quarter 2: Plans for a new corporate policy team continue to develop which will give the framework for much of this work. The new Strategic Director of Change and Transformation will be the lead in the majority of these projects working with colleagues including the policy team and HR.

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CRD7	Building on the Council's relatively strong financial position, review how our investment and commercial plans could be enhanced. A key focus of this will be to help deliver the council's priorities as well as sustain our financial viability into the medium term.	30/04/2020	Andrew Cummings	On Target 	15/11/2019: Quarter 2: The member investment panel have agreed the funds in which they would be comfortable with the Council investing. Fees and Charges lists have been produced and will be distributed with committee budget papers.
CRD8	Consider reviewing governance arrangements to ensure better decision making, in order to deliver the Councils' revised priorities and plans. As part of this the Council should: <ul style="list-style-type: none"> • Look to develop better collaboration at an early stage in producing policy or service options, taking account of expertise available from members where appropriate, together with ensuring that operational, financial and legal implications of options are effectively understood • Seek to build greater political consensus before decision making reports come to members, with greater opportunity for testing and rigour. 	30/06/2020	Patrick Arran	On Target 	18/11/2019: Quarter 2: We have made a lot of progress in terms of governance. Examples are: Positive audit result on transparency; reports to Audit and Standards to include a new terms of reference and the proposal for an Independent Member of the Committee; training for members on good decision making; devise a new report template to be rolled out in the New Year; training for officers on governance and report writing; Forward Plan being developed and implemented; preparation of a new Member / Officer Relations Protocol to further define roles and responsibilities. We are also taking a report to Strategy & Resources Committee in December to implement a review of the Constitution