

## Corporate Peer Challenge: Draft Action Plan

January 2020

### 1. Introduction

- 1.1 Peer challenges are improvement focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals.
- 1.2 The Kirklees corporate peer challenge took place from 9 - 12 July 2019. It involved substantial input from a wide range of staff, elected members and stakeholders.
- 1.3 The peer team considered the following five questions which form the core components covered by all Corporate Peer Challenges. These are the areas the LGA believe are critical to councils' performance and improvement:
  1. *Understanding of the local place and priority setting:* Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?
  2. *Leadership of Place:* Does the Council provide effective leadership of place through its elected Members, officers and constructive relationships and partnerships with external stakeholders?
  3. *Organisational leadership and governance:* Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
  4. *Financial planning and viability:* Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
  5. *Capacity to deliver:* Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

### 2. Feedback

- 2.1 The peer team have shared their feedback report. The report identified key strengths including:
  - Strong communities with strong identities.
  - Incredibly dedicated and committed staff.
  - An ambitious investment budget.
- 2.2 It also set out a series of key recommendations to the Council:
  1. Craft and tell your story, externally and internally; and put strategic communications at the heart of the organisation.
  2. Develop and promote a high profile, permanent listening and dialogue action plan with residents and ensure system-wide coordination of engagement activity to harness the voice of residents.

3. Implement the 'Collaborate' recommendations around place-based working and harmonise place-based initiatives, using the lessons learned from Community Plus.
  4. Strengthen the corporate centre to develop its capacity; and invest in the Council's ICT systems.
  5. Prioritise a decision on the long-term future of the ALMO.
  6. Streamline decision-making and bring greater clarity to the roles and responsibilities of Members and officers, including greater congruence between officer and Member structures.
  7. Consider reviewing the electoral cycle to bring it in line with councils that have adopted a longer, more stable electoral pattern with the strong leadership model.
  8. Push for the establishment of a single CCG.
- 2.3 The peer challenge is not a statutory requirement and the recommendations made by the peer team are recommendations rather than requirements.

### **3. Developing the action plan**

- 3.1 This draft action plan sets out how the Council proposes to respond to the recommendations above.
- 3.2 The action plan follows a framework based on the eight recommendations from the peer team. Responses and proposed actions are set out against these recommendations. In addition the action plan includes details from the full feedback report that are not covered by the eight key recommendations above – particularly around risk appetite and delivery planning.

### **4. Draft action plan**

- 4.1 The information below forms the draft action plan. Reflecting the peer team's positive perspective of our direction of travel, some of this plan draws on work that is already in train. Some of the recommendations identify new improvement proposals, and in those areas the approach to be adopted is outlined.
- 4.2 We will use the recommendations and proposed actions to more effectively measure the outcomes in the Corporate Plan. In so doing this action plan will effectively form an addendum to the Corporate Plan which is part of the Council's Article 4 Policy Framework.
- 4.3 Monitoring of delivery will be aligned to the existing schedule of reporting progress against the Corporate Plan. There will be a strong Cabinet member input into progress monitoring and also identifying where there is a need for further decisions on the detail of action development and delivery.
- 4.5 A more detailed delivery plan will be developed in line with reporting progress at the end of the financial year 2019/20 for Quarter 4 delivery.

### ***From the peer team....***

1. *Craft and tell your story, externally and internally; and put strategic communications at the heart of the organisation.*

“The Council has a very good story to tell but it is not yet well crafted and this should be done. It also needs the corporate capacity to tell the story successfully so that people can align themselves to it.”

### ***Response....***

We welcome the recognition of the peer team that we have a good story to tell, and recognise that there is more to do to develop our capacity and tell our story well, to the multiple audiences that are stakeholders of the Council, including residents, businesses, investors and other public and voluntary sector organisations in the borough and beyond.

We also agree that we should engage with partners in developing and telling our story, to help create a coherent voice for Kirklees, which achieves buy in to an ambitious direction of travel as well as the messages to describe it.

### ***Proposed actions....***

Ensure ***strategic communication capacity*** is embedded at the heart of the Council by building capacity and reshaping resources to align them to a clear focus on supporting the delivery of the corporate plan and related strategic communications, by developing a strategic communication strategy.

Since the peer team’s visit in the Summer, we’ve restructured the communications team and created more capacity. This includes roles focused on:

- Risk and reputation, which will help shape our strategic narrative as we go forward – addressing risks, horizon scanning and enhancing our reputation through strong messaging and work across our departments and partners.
- Design and brand, to manage our corporate brands and ensure that they assist in supporting a clear narrative for the Council.
- Digital, to support our move to developing our digital channels, to complement our use of traditional media, and work more closely with partners to the same end.

These resources are feeding into the development of a ***communication strategy*** which will set out *how* we deliver communication strategically. Developing our approach will involve working closely with elected members and staff, including Leading Members and scrutiny.

**Officer lead:** Service Director for Strategy and Innovation

**By when:** communication strategy to be developed by early December 2019.

Use the work developed with a set of partners including the University of Huddersfield, SWYFT and the Chamber of Commerce around a place narrative for Kirklees as a borough as an input to work with heads of communication across key organisations in Kirklees to firm up a ***clear narrative*** that can form the basis of communication across a range of partners. We will ensure that the place standard and other citizen engagement work (below) is utilised to ensure that the narrative is rooted in local perceptions and priorities.

**Officer lead:** Strategic Director for Corporate Strategy, Commissioning and Public Health– and via cross organisation heads of communications group

**By when:** final narrative agreed March 2020

Internal staff communication around “**We’re Kirklees**” to describe the journey the Council is on in terms of how it works with people, partners and places has resonated across the organisation and we’re proud the peer team recognised its success. We will continue to deliver internal communication to our staff around “We’re Kirklees” and ensure the next version of the corporate plan reflects this journey. We will develop different materials and campaigns that deliver for frontline and office-based staff teams. And as the programme becomes fully embedded in the Council we will investigate the scope to roll it out to partner organisations, dependent on partner appetite to use and shape it.

**Officer lead:** Strategic Director for Corporate Strategy, Commissioning and Public Health

**By when:** ongoing

### ***From the peer team....***

2. *Develop and promote a high profile, permanent listening and dialogue action plan with residents and ensure system-wide coordination of engagement activity to harness the voice of residents.*

“This will ensure an ongoing dialogue with residents on all matters, particularly those of strategic importance. It will also enable the Council to use data, intelligence and insights to inform future service design and policy development.”

### ***Response....***

We are committed to moving away from traditional consultation to genuine engagement and ongoing dialogue with our citizens, based on local identity. Our developing approach to place-based engagement using the place standard tool evidences our ambition, as does our commitment to co-ordinate such engagement across the wider partnership landscape in order to ensure we maximise the totality of resource and insight.

Integrating such insight with the intelligence we hold will enrich our dialogue with citizens as we work together to translate engagement into action in developing our operating model for place-based working (see recommendation 3 below).

### **Proposed actions....**

We will continue to progress the use and awareness of the **place standard** tool both within the Council and across our partners. Our approach, overseen and co-ordinated by our cross-partnership **Citizen Engagement Reference Group**, will continue to be organic based on either opportunistic, councillor-initiated or citizen-initiated approaches to place-based engagement. This will create an ongoing dialogue with citizens which will draw on day to day contact with officers and will help to ensure that decisions are co-produced.

**Officer lead:** Head of Democracy

**By when:** The organic programme of place-based engagement activity is now in place. It is operationally overseen by the Reference Group described above. This will be used as a basis for ongoing monitoring and reporting to both Cabinet and Overview and Scrutiny Committee who have established specific mechanisms for scrutinising the work.

To support an ongoing dialogue with citizens, good quality surveys provide valuable intelligence about people’s needs, what they think, feel and experience, what differences and inequalities exist between communities and places and what is changing. This intelligence underpins decisions about what we commission, deliver and prioritise with people and communities. We will continue to undertake our **Current Living in Kirklees (CLiK) Survey** on a regular basis, the next one being planned for early Autumn 2020 on a partnership footprint. To that end we will take initial proposals to the Health and Wellbeing Board in late November 2019.

The CLiK survey will provide us with Kirklees-wide intelligence to support our understanding of what is helping or hindering progress to achieving our shared outcomes and to inform council and partnership priorities. Key indicators collected via the CLiK survey will help all of our key partners to monitor and understand collective progress and identify opportunities for collaboration and partnership working. Information will also be accessible to communities so

they can hold public services to account and use it to make decisions and develop solutions together.

Triangulating findings from CLiK, Place Standard and other engagement activities will provide greater insights into strengths and needs within and across communities and places across Kirklees.

**Lead officer:** Head of Intelligence and Performance

**By when:** CLiK survey delivered early Autumn 2020

### ***From the peer team....***

*3. Implement the 'Collaborate' recommendations around place-based working and harmonise place-based initiatives, using the lessons learned from Community Plus.*

"There is a lot of passion among people working in place-based initiatives but they are not yet fully coordinated and brought together. The Council should use this model as the foundation to build on."

### ***Response....***

Place-based working is a priority for the Council and our partners. Since the peer team were in Kirklees, a number of strands of work have been coming together which demonstrate clearly that we are making progress in aligning the programme of work in a coherent way. We have begun to pilot and progress the Place Partnerships approach and are now beginning to link the outcomes of place-based engagement with the development of Ward and Sub-Ward Partnerships. We also recognise there is still much work to do in developing a shared understanding of where we have got to and where we are heading. This will only be addressed by working collaboratively and developing a cohesive and prioritised programme of work.

We have a clear commitment to progressing our approach to place-based working, drawing on the recommendations from Collaborate and our work with the New Citizenship Project (NCP). We will use the findings and recommendations from our work with NCP to begin to change our relationship with local citizens and progress the cultural change with our staff that will help us create the conditions for place-based working.

We also recognise that there is still much work to do in developing a shared understanding of where we have got to and where we are heading. This will only be addressed by working collaboratively.

In this context, each Strategic Director has taken responsibility for one of four operational footprint areas. Four Heads of Service have also taken the lead for an area, supported by the Head of Democracy. This work will form the basis of developing an operating model, and the required cultural change, to facilitate place-based working.

### ***Proposed actions....***

We have begun to prioritise and finalise the programme of work that will assist us in creating the conditions for place-based working. In the interim we have prioritised three key areas which we are currently working on. We see these as core foundations from which to build:

1. We are developing the ***governance arrangements*** for place-based working and will have these finalised and signed off by the beginning of December 2019.
2. We will identify a ***core suite of policies*** (e.g. assets, funding) that we would wish to review in order to ensure that they are enablers to place-based working. We want to ensure that place-based working runs through all our strategies and work moving forward. These will be finalised by the beginning of December and detailed review work will take place thereafter.

3. We have agreed with Council colleagues and partners to begin to work to develop, in partnership, the ***operating model for place-based working***. In practice this means:
- Looking at all the great work that our staff already do in towns, villages and communities. We need to understand fully the good stuff we are doing and build from it.
  - Understanding the positive impact that work has for our citizens.
  - Developing an awareness of what and how we could improve even further what we do.
  - Using the insight we gather to help us create the conditions for our staff to work systemically in a place based way.

Four staff engagement events have been organised (in November and December) to get people who work in these areas together. These events will help to widen the understanding of place-based working and understand the great work that is already taking place. They will also help us to appreciate the challenges we face and where best to focus our thinking and efforts. We are committed to doing this work in a restorative and co-produced way.

<b>Area</b>	<b>Strategic Director</b>	<b>Head of Service</b>
Kirklees Rural	Richard Parry	Michelle Wheatcroft
Huddersfield	Rachel Spencer Henshall	Jenny Frear
Dewsbury and Mirfield	Karl Battersby	Jill Greenfield
Batley and Spen	Mel Meggs	Carol Gilchrist

Alongside the above mentioned work we have made a commitment to prototype and iterate our work in a way that allows us to test our thinking and approach. Similarly we remain committed to putting councillors at the heart of our approach to place-based working, having acknowledged that while there are many geographical and administrative boundaries, the Ward is a core building block.

In addition Overview and Scrutiny Management Committee have agreed specific arrangements for the place-based working programme. This will involve the creation of a sub-group of the Corporate and the Economy and Neighbourhood Panels who will monitor progress between now and the end of the current municipal year.

**Lead officer:** Strategic Director for Corporate Strategy, Commissioning and Public Health

**By when:** It is intended that the programme of work that will assist us in creating the conditions for place-based working will be finalised by the end of November 2019.

***From the peer team....***

***4. Strengthen the corporate centre to develop its capacity; and invest in the Council's ICT systems.***

“This will help to drive change across the Council and Kirklees for the benefit of residents so that the ambition that the Council has can permeate right through the organisation and into local communities. Investment in the Council's ICT systems will improve morale, productivity, performance standards and should make the organisation more efficient and effective.”

***Response....***

We welcome the fact that the feedback on our staff is so positive, and are proud of the people who work for the Council and the difference they make to local people every single day.

We also welcome the recognition that we need to consider our capacity to achieve our shared outcomes and the need for investment in the corporate centre to support the impact of our work on residents, businesses and Kirklees borough.

***Proposed actions....***

We are producing an ***IT strategy*** to shape where we prioritise technology investment and systems development to achieve outcomes designed around the needs of people more effectively and efficiently. This will clearly focus on people, getting the basics right, capability and skills, as well as systems, data, intelligence and technology to ensure what we use is fit for purpose and embedded effectively in the organisation.

Quick wins include: Improvements in the first line support service, replacement of two HR systems, completing the rollout of new laptops and Office 365 and delivery of cyber security training videos.

**Lead officer:** Strategic Director for Corporate Strategy, Commissioning and Public Health

**By when:** strategy finalised by March 2020.

We recognise the importance of working with our staff teams to develop the workforce of the future that supports our transformation journey. Our ***People Strategy*** sets out a programme of culture change and organisational development focused around:

- Supporting cultural transformation
- Attracting and retaining high quality employees and growing our own
- Developing our workforce
- Building leadership and management capacity and capability
- Promote quality assurance and a high performance culture

Transforming our approach to wellbeing has already delivered significant improvements in workforce healthcare and associated reductions in sickness absence levels and this work continues.

Working with our partners and in our communities, we have created the connections and foundations upon which to further develop our approach to workforce planning, which is

intelligence-led and includes a focus on better talent attraction and talent development. Coupled with improved resourcing systems and new and innovative technology, which will be implemented in early 2020, we are confident that our modernised approach will improve our workforce capacity and capability as well as improve staff morale.

Our planned senior leadership development programme which will commence in Spring 2020 will focus on key areas such as system leadership and place-based working which will complement our ongoing programme of workforce development focused on embedding a restorative approach to the way we work together in Kirklees.

Having reviewed our approach to performance appraisal, a planned roll-out of a new approach will take place during 2020, the aim of this is to promote a high performance culture which focuses on engaging and empowering staff, enabling them to build confidence in risk-taking.

This programme of work will underpin our cultural transformation journey.

**Lead officer:** Strategic Director for Corporate Strategy, Commissioning and Public Health

**By when:** dates as above.

Boosting ***inclusion and diversity*** of the staff workforce and embedding inclusion and diversity across the organisation is a clear priority, recognised by the peer team. We will continue to deliver against the current Inclusion and Diversity action plan, which includes actions to address the core principles of our Inclusion and Diversity policy statement:

- A committed and diverse workforce
- Taking a positive and inclusive approach to everything we do
- Zero tolerance on abuse, harassment, bullying and violence
- Demonstrating our commitment through the way we do things in Kirklees
- Inclusive policies
- Spreading the word about inclusion and diversity
- Listening and acting for ongoing improvement

We will develop a revised year three action plan for consideration by Council that builds on feedback from the inclusion standard report we received from Inclusive Employers as part of our improvement journey.

**Lead officer:** Service Director, Growth and Housing (inclusion and diversity lead)

**By when:** update on year 2 delivery to inform the development of a year 3 action plan - to be shared with scrutiny in January 2020.

### ***From the peer team....***

#### *5. Prioritise a decision on the long-term future of the ALMO.*

“If the ALMO is brought back in-house it will allow the Council to maximise the opportunity to embed place-based working into priority neighbourhoods. It would also provide much needed additional corporate capacity to deliver key Council objectives.”

### ***Response....***

Since it was established in 2002, KNH has been successful in delivering the Decent Homes Programme. In 2016 the Council’s building services function was also transferred to the ALMO. As a result of a governance review the Board commissioned, and the Grenfell tragedy, the Council initiated its own review into a number of options for the future management of the housing stock which included consideration to bring the ALMO back in-house.

The recommendations of these independent reviews were considered by Cabinet in December 2018, and given the uncertainty in the national policy environment, it was resolved to retain the ALMO with a smaller, strengthened Board that is more closely aligned to the Council’s priorities.

These changes have resulted in closer working in delivering front-line services and better alignment with Council priorities, and the Council values the work of KNH. However, continuing to deliver housing services in two separate and distinct entities has, at times, created unnecessary complexity.

Cabinet in December 2018 resolved to revisit the decision in 12-18 months. Hence this recommendation is timely and consistent with the Council’s intentions.

### **Proposed actions....**

Overview and Scrutiny Management Committee are considering setting up an ad hoc scrutiny group to consider the various options available to the Council and the main issues and associated risks. If they agree to this approach (on 4 November) they will undertake work over the remainder of 2019 and early 2020, with the aim being to produce a report by March 2020 at the latest.

**Officer lead:** Strategic Director for Adults and Health

**By when:** starting November 2019 and concluding by March 2020.

### ***From the peer team....***

6. *Streamline decision-making and bring greater clarity to the roles and responsibilities of Members and officers, including greater congruence between officer and Member structures.*

“This will enable Members to focus on developing policy and officers to implement and deliver it. It will also strengthen Members’ community leadership and Council ambassador roles.”

### ***Response....***

The Kirklees Democracy Commission dedicated much of its work to the governance and decision making arrangements in Kirklees and the officer / councillor relationships that underpin them. These areas formed some of the priority recommendations that the Cross Party Working Group identified as part of their work programme, some of which have been progressed.

In considering ***governance, accountability and decision-making*** the Democracy Commission identified some design principles for governance and decision-making:

- Be open and engaging
- Actively involve all our councillors
- Based on dialogue, not consultation
- Built around the needs of the citizen
- Create opportunities for young citizens
- Has effective checks and balances
- Lightens the load
- Makes the most of regional devolution

We know that there is further work to do to agree and deliver an approach that puts these core design principles into action. In the interim, the Chief Executive commissioned an internal project intended to understand and improve our internal governance processes and practices. Some of the recommendations from that work have been implemented while there is an acknowledgement that there is more work to do in terms of reviewing our wider governance landscape in line with the design principles identified by the Democracy Commission.

We have made a conscious effort to focus our efforts on progressing our strategic priority to put councillors at the heart of what we do. This is the principal means by which we will continue to revisit and recalibrate the relationship between councillors and officers. We are also well progressed in co-producing the redesign of the councillor role which aligns with this work.

### ***Proposed actions....***

We are currently exploring what gaps remain having delivered the actions outlined above. We will come forward with any new proposals around our governance and decision-making arrangements by the beginning of the calendar year at the latest.

We will complete the redesign of the councillor role profile by December with a view to it being considered by our Members Allowances Independent Review Panel in January 2020. This will form the basis of how we redesign support for councillors and will similarly

influence how officers work more effectively and collaboratively with councillors moving forward.

We will continue to progress the culture change that will put councillors at the heart of what we do. Our quarterly campaign bursts will continue to showcase and story-tell what our councillors do, how officers can work effectively with them and specifically support our officers in working in a political environment and with councillors.

The Democracy Commission working group reviewed proposals for a next phase in October 2019, which included suggestions around:

- Linking our staff volunteering scheme with ward councillors whereby staff volunteer a day working in the ward with a voluntary organisation or community group.
- Developing a ‘freshers’ fair where councillors can drop in and meet different officers and services.
- Proactively encouraging and facilitate officers to attend Council, Cabinet and Overview and Scrutiny meetings as part of their development
- Refreshing and reinforcing the officer / councillor protocol as part of induction and on an ongoing basis.

Over the coming months we will specifically focus on putting councillors at the heart of place-based working.

**Officer lead:** Head of Democracy

**By when:** details as above.

***From the peer team....***

*7. Consider reviewing the electoral cycle to bring it in line with councils that have adopted a longer, more stable electoral pattern with the strong leadership model.*

“This can provide stability, better continuity, and a platform for more longer-term decision making.”

***Response....***

In Kirklees, we currently have local elections in three years out of every four. The Democracy Commission considered a range of evidence in order to fully explore and understand the issues, benefits and risks associated with changing our current pattern of elections in 2016. This included talking to other councils who have moved to a cycle of all-out elections, where there is a local election once every four years, and all seats are therefore up for election at the same time.

The Democracy Commission had a very interesting debate with citizens about the pros and cons of changing our current system. It heard mixed views about whether it would be a good idea to change to a four-year cycle or to maintain our current arrangements. It found that any changes are unlikely to have a significant influence on levels of engagement in elections across the population of Kirklees and citizens were more interested in what councillors do between elections than in the actual electoral cycle itself.

Having weighed up factors and evidence, the Democracy Commission did not find it possible to reach a consensus, and nor did they find a fully compelling case for us to change our cycle of elections at the current time. Given the fluid electoral landscape it was recommended to continue with a current electoral cycle of local elections three years out of every four, and revisit this issue when there is greater clarity, especially in terms of regional governance.

***Proposed actions....***

It is likely that we will have a Boundary review in the next few years which will provide a point at which it may be considered appropriate to consider further this recommendation further.

**Officer lead:** Service Director for Legal, Governance and Commissioning

***From the peer team....***

8. Push for the establishment of a single CCG.

“This will help enable the health and care system to move away from planning based around acute trust footprints and improve strategic planning and commissioning across Kirklees to improve health and wellbeing outcomes for all residents. This, alongside strong, outward looking Primary Care Networks will also support a shared clinical and political dialogue for the benefit of residents and patients in Kirklees.”

**Response....**

The configuration of CCGs can only be changed with the consent of the members of each of the two CCGs. The membership is made up of all GP practices in the CCG area.

The senior leadership of the CCGs recognise that this is the journey they should be taking and are working hard to achieve a single CCG. They have already established joint senior management arrangements and aligned wherever possible CCG governance arrangements.

And the Council is committed along with other local partners to creating a more joined up health and social care system. The Council believes a single CCG would enable this to happen effectively and quickly.

**Proposed actions....**

The West Yorkshire and Harrogate ***Health and Care Partnership-led peer review*** to take place at the end of November 2019 will provide additional external challenge on the effectiveness of the current CCGs' configuration. This will assist the Council and partners across the system developing an approach to local governance that promotes integration.

**Officer lead:** Strategic Director for Adults and Health

**By when:** December 2019

### ***From the peer team....***

Alongside the eight recommendations above, the peer team made some more detailed observations in their feedback report, which merit further consideration and proposed actions.

### **Risk appetite**

“The peer team identified a lack of risk appetite in the Council, which could constrain the Council’s pace and ambition. A bolder approach to risk and opportunity is required throughout the organisation and existing governance processes should be strengthened to support this.”

### **Response....**

Like most organisations we have a range of risk appetites, depending on the nature of the risk and the degree of ambition. Strategically, our risk appetite and the boldness of our decision-making has increased significantly over the last couple of years.

We have more than doubled our long term capital plan, and recent announcements like the Huddersfield Blueprint, and its emphasis on increasing our ambition for the borough, the scale of inward investment intent (including significant external funding bids), and strategic asset acquisitions such as the Piazza, all reflect our boldness, as does the Council’s appetite to provide loan finance to support key town centre regeneration projects, because these support our long term strategic ambitions.

We’ve committed to increasing our levels of prudential borrowing over the much longer term, which in turn feeds into our investment and treasury management strategies.

And in line with this we’ve also strengthened our internal governance arrangements to ensure we have robust mechanisms to effectively manage the increased risk appetite prevalent across the Council with regard to capital and major projects, in particular to ensure our decision-making processes are sound, transparent, and that key decisions are well informed by an appropriate level of due diligence and risk acknowledgement.

However, there is a recognition that across the organisation we find it culturally difficult to accept failure. Given our responsibility for the effective and efficient deployment of public funds, there needs to be a careful balance. Learning from both successes and mistakes is something we need to prioritise as we continue to re-calibrate our risk appetite.

### **Proposed actions....**

Reviewing the current arrangements for ***strategic decision-making*** setting out the level of ambition and willingness to seek reward and the chance of failure. We will review the current arrangements for more detailed decision-making on projects, including scheme of delegations to ensure this remains fit for purpose, and improving the understanding of officer-level delegated decision-making. This should help to promote a greater degree of ability to utilise our current processes in ways which support a growing boldness and risk appetite across the Council. We will also consider the need for stronger arrangements for ensuring appropriate risk based monitoring and feedback.

**Officer lead:** Service Director for Legal, Governance and Commissioning

**By when:** Summer 2020

### **Delivery planning**

“Whatever savings strategies the Council pursues, the savings programme should be backed up with visible delivery plans and regularly reported to the appropriate performance board and Members; and the senior leadership team should ensure that this is the focus of their deliberations. There is an opportunity to ensure that all departments and services are full engaged in the development and ownership of the savings plan.”

### **Response....**

We recognise the importance of ensuring an appropriate level of corporate support and challenge, service accountability and transparency around our savings programmes and associated delivery plans.

We have a corporate reporting framework in place which provides this function via service directorate Senior Leadership Teams, Executive Team (which receives quarterly reports from the Transformation Portfolio Board), and into an elected member domain via scrutiny, Cabinet and Council. Progress against all Council planned savings is also captured through monthly financial monitoring reported to Executive Team and the corporate portfolio holder and quarterly financial monitoring reported to Cabinet.

Our transformation capacity is now focused on cross-council and cross-partnership change in subject matter areas which are often challenging and require more innovative or radical solutions. Providing support with defining, planning and managing change projects and ensuring that impacts are tracked and success is measured creates a focus on improving outcomes and creating efficiencies.

### **Proposed actions....**

Aligning our current transformation activity with effective development, ownership and corporate transparency of budget savings will help us provide greater corporate visibility and manage budget risks, as well as ensuring a focus on achieving increased outcomes as well as any required savings, and maximise the return on our investments.

Through the Transformation Portfolio Board, **regular highlight reports** will be brought back to Executive Team in-year, setting out progress on key actions and deliverables against the key transformation activity (with specific reference to high needs, waste management and placement activity initially).

**Officer lead:** Service Director for Strategy and Innovation and Service Director for Finance

**By when:** immediate