

## CORPORATE PEER CHALLENGE ACTION PLAN

Recommendation	Commentary	Action and Proposed Outcome	Timescale
Reset GBC's ways of working.	The council implemented a new flexible and agile approach to working on 1 April 2022. Requirements are in place for 2 days in the office and optional for up to 3 days working agile pro rata. Note: in the office also includes working from alternative sites, attending training courses etc (everything but sat at home).	1. Review after 9 months for suitability, success or otherwise and assess options.	January 2023
Establish a clear strategy for income generation and cost recovery alongside funding bids.	Fees and charges are reviewed each year and benchmarked against neighbours and nearest competitors. A corporate charging strategy has been in development for some time. The council has ventured into commercial activity but capacity and resilience is a limiting factor. Current resources do not allow for consultants to be brought in to develop 'on the shelf' projects that would be suitable for new government bidding rounds.	<ol style="list-style-type: none"> <li>1. Introduce corporate charging strategy that sets out the basis of charging for each service i.e surplus, cost-recovery, subsidise. Strategy to include guidance on concessions, discounts and marketing promotions.</li> <li>2. Deliver a more in-depth benchmarking exercise on fees and charges.</li> <li>3. Review potential for operating in new 'marketable' areas.</li> <li>4. Identify council services that currently do not charge but have the ability to do so.</li> <li>5. Assess options for developing skills and knowledge within the council to deliver funding bids.</li> </ol>	<p>March 2023</p> <p>March 2023</p> <p>April 2023</p> <p>April 2023</p> <p>April 2023</p>

<p>Consider comprehensive customer centred approach to transforming service delivery, and what resources and technology are needed.</p>	<p>The council has tried shared services with limited success, and there are relatively few service contracts that GBC purchases from another authority or vice versa. The council still tries to deliver the same services in the same way that it has always done and workforce capacity is becoming an issue. This has been recognised and a strategic review of leisure services has been commissioned with final feedback due in March 2023.</p>	<ol style="list-style-type: none"> <li>1. Complete the strategic review of leisure services and assess options for delivery of recommendations.</li> <li>2. Consider different financing models and alternative methods of service delivery for leisure.</li> <li>3. Review alternative service delivery model options for other frontline services.</li> </ol>	<p>April 2023</p> <p>April 2023</p> <p>June 2023</p>
<p>Invest to save; good IT systems improve efficiency.</p>	<p>Service investment in ICT has historically been delivered in departments or designed by the in-house programmer. A strategic review of ICT provision has been commissioned and part delivered. The council currently does not have a Customer Relations Management (CRM) system to coordinate customer requests and feedback.</p>	<ol style="list-style-type: none"> <li>1. Complete the ICT strategic review and determine services where software is duplicated, or where better alternatives could be employed.</li> <li>2. Explore options for business transformation using ICT as the driver for change.</li> </ol>	<p>March 2023</p> <p>June 2023</p>
<p>Consider imaginative ways to increase capacity.</p>	<p>Many council jobs in GBC and neighbouring authorities are difficult to recruit to, and councils have a nervousness about losing good staff through sharing agreements. Sharing of skills, knowledge, policies, procedures and procurement already exists but we can always do more.</p>	<ol style="list-style-type: none"> <li>1. Review current partnership working arrangements that are already in place and determine if there is capacity for further work.</li> <li>2. Focus on priorities and seek new delivery partners or expand on current arrangements.</li> </ol>	<p>April 2023</p> <p>June 2023</p>

	<p>Devolution measures may provide greater opportunities in this regard.</p> <p>Looking laterally across other public sector bodies may provide a part solution to this, as would working 'smarter' with our community partnerships.</p>		
<p>Build up programme and project management capacity.</p>	<p>The Senior Leadership Team sits on the Programme Board and tracks progress on projects using project management skills / tools in the delivery of schemes.</p> <p>Capacity and internal funding have always been an issue when developing compliant bids that seek Council match-funding.</p> <p>There is also an awareness that limited resources and a lack of project management capacity places significant pressure on individual staff/teams to deliver schemes on top of their normal duties.</p> <p>The Shared Prosperity Fund provides an opportunity to employ a Programme Manager role that would help to alleviate some of the pressure and refocus on priorities.</p>	<ol style="list-style-type: none"> <li>1. Once approved, use the Shared Prosperity Funding to employ a full time Programme Manager.</li> <li>2. As part of the budget process, develop a new project delivery programme over the upcoming four-year Gedling Plan that acknowledges the council's limited resources.</li> </ol>	<p>February 2023</p> <p>February 2023</p>
<p>Widen member engagement, particularly through scrutiny.</p>	<p>A member training programme is currently in operation, and plans for a new member induction programme for incoming councillors are being developed.</p> <p>The Overview and Scrutiny Committee already has an agreed full programme of review work in place which reports to Cabinet on their recommendations.</p>	<ol style="list-style-type: none"> <li>1. Trial a member development working group (MDWG) which includes democratic services officers and councillors from all parties, and implement any early recommendations for improvement to the scrutiny process.</li> </ol>	<p>April 2023</p>

		<ol style="list-style-type: none"> <li>2. Deliver the new member induction programme.</li> <li>3. Develop a new councillor newsletter that communicates news on council activity periodically.</li> <li>4. Council Leader to strengthen the Cabinet and introduce a new portfolio holder, update their responsibilities, and meet on a regular basis in addition to scheduled Cabinet meetings.</li> <li>5. Council Leader to hold periodic feedback / update sessions with Group backbenchers.</li> </ol>	<p>May 2023</p> <p>December 2022</p> <p>December 2022</p> <p>January 2023</p>
<p>Use strategic risks and the Corporate Risk register as part of the Corporate planning process.</p>	<p>The Corporate Risk Strategy has been in place for some time and requires updating. Updates on the Corporate Risk Register are reported to the Audit Committee on a quarterly basis.</p> <p>Cabinet members will not be aware of these unless they read the Audit Committee agenda or the Chair of the committee provides a briefing.</p> <p>Departmental risks feed into the Corporate Risk register and are discussed at the monthly portfolio-holder meetings.</p>	<ol style="list-style-type: none"> <li>1. Update the Corporate Risk Strategy and refresh the Council's approach to risk management and embed across the organisation.</li> <li>2. Use the new councillor newsletter to provide members with an update on mitigations actioned and emerging risks.</li> <li>3. Hold a risk management session with Cabinet members.</li> <li>4. Link the delivery of mitigations against corporate risk to the individual service plans and overarching Gedling Plan.</li> <li>5. Use the Council's performance management system (Pentana) to monitor actions against risk.</li> </ol>	<p>February 2023</p> <p>December 2022</p> <p>March 2023</p> <p>March 2023</p> <p>January 2023</p>

		6. Deliver a new Gedling Plan 2023-2027.	March 2023
Widen partnership engagement to include businesses, LEP and Combined Authority discussions.	<p>All district and borough councils are engaged in the devolution process and the D2N2 bid for an East Midlands Mayoral Combined County Authority (EMMCCA) due to come into being in May 2024.</p> <p>The LEP will likely be absorbed into the EMMCCA as part of this process.</p> <p>The Leader, Deputy Leader, Chief Executive and other senior officers are already involved in regional and sub-regional discussions, meetings and working groups.</p>	<ol style="list-style-type: none"> <li>1. Council to endorse the EMMCCA devolution deal, and aim to work strategically across the D2N2 region.</li> <li>2. Prepare a 'benefits package' that demonstrates the 'corporate ask' of GBC to the new Mayor and EMMCCA in terms of skills, employment, transport infrastructure etc.</li> </ol>	<p>November 2022</p> <p>January 2023</p>