

CORPORATE PEER CHALLENGE – DRAFT ACTION PLAN

APPENDIX B

Key Recommendations:

1. Get the council to a long-term financially sustainable position
2. Continue with strong local decision making but strengthen strategic decision making
3. Create a strong narrative for Pendle as a place
4. Develop commercial acumen within the organisation and then look outwards for investment and development opportunities
5. Get out in your own community and beyond, listen and learn, bring that back and make change happen
6. Learn from others to accelerate the pace of change
7. Create a culture of development and talent management for officers and members to aid with succession planning

UNDERSTANDING OF LOCAL CONTEXT & PRIORITY SETTING					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 3	Lack of strategic focus - our headline actions cover everything we do as a Council.	<p>Refresh Strategic Plan and Headline Actions, ensuring focus on priorities and alignment with political leadership priorities.</p> <p>Assess current service provision and from this identify minimum statutory service levels as the basis and foundation on which future service delivery should be based.</p> <p>Consider the need to continue with non-essential services.</p> <p>Incorporate into the medium term financial strategy and budget setting process where possible.</p> <p>Communicate with residents about what we have the capacity to do</p>	<p>Strategic Plan Refresh presented to Executive.</p> <p>Strategic Plan Refresh presented to Council.</p> <p>Report to Budget Working Group as required.</p> <p>Report to Budget Working Group as required.</p> <p>Report to Budget Working Group as required.</p> <p>Communicate with residents as required.</p>	<p>30/06/2016</p> <p>14/07/2016</p> <p>31/03/2017</p> <p>31/03/2017</p> <p>31/03/2017</p> <p>31/03/2017</p>	<p>Council Leader and Portfolio Holders/Strategic Director/Corporate Director/Financial Services Manager</p>

UNDERSTANDING OF LOCAL CONTEXT & PRIORITY SETTING					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
		and in what form and then also what needs to change and/ or stop. Communicate what our key priorities are to all staff, members, partners and the general public.	Communicate key priorities as required.	31/03/2017	
Para 4	The council's business is complex and so it would benefit from establishing and communicating a sense of what Pendle is as a place.	Build on work currently being undertaken by Scrutiny Management Team on Promoting Pendle.	Develop a Promoting Pendle Strategy and present to SMT. Develop a Promoting Pendle Strategy and present to Executive.	24/05/2016 30/06/2016	Portfolio Holder/Corporate Director/Communications Team
Para 5	Strategic Partnerships.	Develop further to maximise opportunities from joint working and influence in other vehicles such as LEP and proposed Lancashire Combined Authority.	Council agree in principle to becoming a constituent member of the combined authority for Lancashire. (Done) Council to consider Pendle becoming a constituent member of a Lancashire Combined Authority. Lancashire Combined Authority established. Work with LEP to identify further investment opportunities in Pendle (through the Growth Deal and ESIF).	17/12/2015 23/03/2016 31/03/2017 31/03/2017	Council Leader/Strategic Director

UNDERSTANDING OF LOCAL CONTEXT & PRIORITY SETTING					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
			Further develop the strategic partnership with Liberata including extension of contract, additional job creation and other service based opportunities.	31/03/2017	
Para 6	Lack of connectivity within the borough.	<p>Continue to lobby the Lancashire Enterprise Partnership, Lancashire County Council and Government on the transport and infrastructure issues affecting Pendle (including A56 Colne-Foulridge Bypass and rail network improvements).</p> <p>Ensure Pendle's Transport Improvement Priorities are reflected in the development of the Transport Ask for the Lancashire Devolution Deal.</p>	<p>Council agree in principle to becoming a constituent member of the combined authority for Lancashire. (Done)</p> <p>Council to consider Pendle becoming a constituent member of a Lancashire Combined Authority.</p> <p>Lancashire Combined Authority established.</p>	<p>17/12/2015</p> <p>23/03/2016</p> <p>31/03/2017</p>	Council Leader/Strategic Director
Para 6	Issues around land supply and housing viability which are barriers to growth.	<p>Adopt Part 1 of the Local Plan – The Core Strategy.</p> <p>Adopt Part 2 of the Local Plan – the Land Allocations DPD.</p> <p>Consider creating a Central Development Management Committee for major planning applications.</p>	<p>Pendle Local Plan Part 1: Core Strategy to be formally adopted – Done.</p> <p>Preferred Options Publication Examination Adoption</p> <p>Proposals for creation of a Central Development Management Committee to be considered at Annual</p>	<p>17/12/2015</p> <p>31/03/2017 31/12/2017 30/06/2018 30/09/2018</p> <p>19/05/2016</p>	Political Group Leaders/Corporate Director/ Planning Manager

UNDERSTANDING OF LOCAL CONTEXT & PRIORITY SETTING					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
			Council.		
Para 7	Pendle has the basis for a great cultural offer but in the current climate this is not the best use of council resources.	Review the Council's role in the provision of Arts and Cultural activity. Develop an appropriate model of service delivery.	To support Pendle Leisure Trust in refreshing the Entertainment and Arts Strategy.	31/08/2016	Portfolio Holders/Corporate Director/Pendle Leisure Trust

POLITICAL & MANAGERIAL LEADERSHIP					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 12	Lack of a collective understanding of the bigger issues facing the borough and a lack of preparedness to deal with them.	Continued close working between Political Leadership and Senior Management to fully understand these and how to deal with them. (Explore support from LGA for Political Leadership Development.)	Corporate Director to circulate details to Members of LGA support tools for Political Leadership Development.	29/02/2016	Council Leader and Political Group Leaders/Strategic Director
		Once identified ensure the key priorities for Pendle are communicated and embedded throughout the organisation, i.e:	Member Development Group to review take-up of Political Leadership Development support.	31/07/2016	
		Members-Communicate key messages to Members via Member Briefings and the Member Development Programme.	Member Development Group to communicate key messages to all Members.	31/07/2016	
		Staff – Communicate key message to staff via Team Brief, Directors Blog and Intranet.	Key messages communicated to all staff.	31/07/2016	

POLITICAL & MANAGERIAL LEADERSHIP					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 13	Changes and development in certain parts of the borough that could boost investment across Pendle as a whole need to be accepted and supported.	Encourage a greater understanding and emphasis on the potential benefits for the Borough as a whole beyond local level considerations and local concerns. Consider creating a Central Development Management Committee for major planning applications.	Hold a development session for all Members on the implications of the Local Plan. Proposals for creation of a Central Development Management Committee to be considered at Annual Council.	Spring / Summer 2016 19/05/2016	Political Group Leaders/Strategic Director/Corporate Director/Planning Manager
Para 14	Lack of a structured Member Development programme.	Establish a cross party Member Development Group to develop and introduce a structured Member Development programme, utilising the LGA tools where appropriate.	Establish Member Development Group. Develop the structure of the Member Development Programme.	31/03/2016 30/06/2016	Political Group Leaders/Corporate Director

FINANCIAL PLANNING & VIABILITY					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 17 Para 18	The council needs to act now to address its projected significant budget shortfall by making difficult decisions in order to protect key services in the future.	Need to ensure the gravity of the council's financial position is fully understood by all elected Members, staff, partners and residents. Cross-Party Budget Working Group and Executive to consider Medium Term Financial Plan and Financial Strategy.	Hold regular briefing sessions for Members on this. Present the Medium Term Financial Plan to the Cross-Party Budget Working Group.	31/03/2017 31/05/2016	Political Group Leaders/Strategic Director/Financial Services Manager

FINANCIAL PLANNING & VIABILITY					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
			Present the Medium Term Financial Plan to the Executive.	30/06/2016	
Para 19	Consider options for making significant savings from the biggest spend items.	Waste & recycling – consider alternative delivery arrangements with particular reference to termination of cost sharing agreement.	Initial report on waste & recycling to be presented to the Cross-Party Budget Working Group.	31/07/2016	Portfolio Holders/Strategic Director/Corporate Director/Service Managers
			Initial report on waste & recycling to be presented to the Executive.	15/09/2016	
		Grounds Maintenance – review with particular reference to the impact of the transfer of services and facilities to town and parish councils.	Initial report on Grounds Maintenance to be presented to the Cross-Party Budget Working Group.	31/07/2016	
			Initial reports on Grounds Maintenance to be presented to the Executive.	15/09/2016	
		Leisure – conduct a comprehensive review of leisure services provision.	Initial report on leisure service provision to be presented to the Cross-Party Budget Working Group.	31/07/2016	
			Initial report on leisure service provision to be presented to the	15/09/2016	

FINANCIAL PLANNING & VIABILITY					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
		<p>Liberata – challenge existing arrangements through effective benchmarking and renegotiation of contract.</p> <p>Develop proposals from balance of expenditure / income to deliver savings of c.£2m over period 2017-2020.</p>	<p>Executive.</p> <p>Initial report on Liberata to be presented to the Cross-Party Budget Working Group.</p> <p>Initial report on Liberata to be presented to the Executive.</p> <p>Initial report on proposals to be presented to the Cross-Party Budget Working Group.</p> <p>Initial report on proposals to be presented to the Executive.</p>	<p>31/07/2016</p> <p>15/09/2016</p> <p>31/07/2016</p> <p>15/09/2016</p>	
Para 20	Maximise development opportunities of Council assets.	<p>Review and refresh the Asset Management Plan to identify assets that can be developed.</p> <p>Identify opportunities to work with partners on asset development.</p> <p>Continue to work with PEARL on development opportunities.</p>	<p>Report to the Executive.</p> <p>Report to Council.</p> <p>Report to the Executive.</p> <p>Report to Council.</p> <p>Report to Executive</p> <p>Continue to work with PEARL on development opportunities.</p>	<p>30/06/2016</p> <p>14/07/2016</p> <p>30/06/2016</p> <p>14/07/2016</p> <p>26/05/2016</p> <p>Ongoing</p>	Council Leader/Portfolio Holders/Strategic Director/Financial Services Manager

FINANCIAL PLANNING & VIABILITY					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 20	Consider prudential borrowing for appropriate investments to provide an ongoing revenue return for the council.	<p>Research examples of prudential borrowing for investment.</p> <p>Identify investment opportunities as a means of providing ongoing revenue opportunities to the Council.</p>	<p>Present proposals / options to the Executive.</p> <p>Present proposals / options to the Executive.</p>	<p>15/09/2016</p> <p>15/09/2016</p>	Strategic Director/Financial Services Manager

GOVERNANCE & DECISION MAKING					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 22	Identify how to balance strategic outward looking capacity with capacity that complements the area based work of the Council.	Explore strategic partnering opportunities with other local authorities, particularly Lancashire County Council, Burnley Borough Council, Nelson and Colne College, the Health Service.	Report as required on developments to the Executive.	31/03/2017	Council Leader/Strategic Director
Para 23	Avoid the duplication of service provision to each local area, focussing on providing specific solutions tailored to the different needs of its localities	<p>As part of the strategic and service planning process consider the provision of services across Pendle as a whole.</p> <p>Continue the programme of transfer of facilities and services to town and parish councils</p> <p>Examine other delivery models e.g. social enterprise companies</p>	<p>Consider and implement the future programme of transfers for the forthcoming year:</p> <ul style="list-style-type: none"> - Parks - Recreation Grounds - Miscellaneous Buildings - Miscellaneous Pieces of Land - Garage Sites <p>Determine the programme of transfers for 2017/18.</p>	<p>31/03/2017</p> <p>31/01/2017</p>	Transfer of Services and Facilities to Town and Parish Councils Committee/Corporate Director

GOVERNANCE & DECISION MAKING					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 24	Exploit the opportunity provided by the creation of a Combined Authority for Lancashire	Position the Council as a key partner in the Combined Authority.	See above (Pg 2 & 3)	See above (Pg 2 & 3)	Council Leader/Strategic Director
Para 26	In any governance arrangements adopted by the council we need to ensure we retain and apply the key knowledge, experience and accountability of elected Members.	<p>Reconvene the Governance Working Group to consider governance and democratic arrangements.</p> <p>Consider how Members can develop a greater understanding of their colleagues' wards and the specific issues and needs they have.</p>	<p>Hold initial Governance Working Group meeting.</p> <p>Meeting of Governance Working Group to consider options for revised warding and election arrangements based on one third less Council members with a view to a review by Local Government Boundary Commission and implementation in 2018 or 2019.</p> <p>Review of Scrutiny working arrangements to be submitted to Annual Council.</p>	<p>26/02/2016</p> <p>30/09/2016</p> <p>19/05/2016</p>	Political Group Leaders/Corporate Director

ORGANISATIONAL CAPACITY					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 30	To retain current capacity the council needs to give	Continue to develop and deliver the Workforce Development Strategy including:	Monthly meetings of the Continuous Improvement Group to capture staff	31/03/2017	Political Group Leaders/Strategic Director/Corporate

ORGANISATIONAL CAPACITY					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
	consideration to succession planning and career progression for both officers and Members.	<ul style="list-style-type: none"> - Organisational Development - Leadership Development - Skills Development - Recruitment & Retention - Pay & Rewards <p>Develop and introduce a structured member development programme, utilising the LGA tools where appropriate.</p>	<p>feedback.</p> <p>Management Team to meet monthly to focus solely on organisation and staff development issues.</p> <p>Establish Member Development Group.</p> <p>Develop the structure of the Member Development Programme.</p>	<p>31/03/2017</p> <p>31/03/2016</p> <p>30/06/2016</p>	Director/HR Manager
Para 31	Strengthen the approach and buy-in to digital transformation to increase capacity and aid service improvement.	<p>Consider bringing back in-house the roles of Head of IT / development of IT Strategy and Strategic HR.</p> <p>Appoint a Digital and Transformation Member Champion (Council Leader).</p>	<p>To be considered as part of the renegotiation of the Liberata contract.</p> <p>Member Champions appointed at Annual Council.</p>	<p>30/09/2016</p> <p>19/05/2016</p>	Council Leader/Portfolio Holders/Strategic Director/Corporate Director/Liberata
Para 32	Identify latent capacity within the organisation that might help to address resource issues and empower staff.	Conduct a skills audit to identify latent capacity and talent of staff and how this can be utilised.	Skills Audit completed and individual's skills 'offer' published on intranet.	30/04/2016	Corporate Director/HR Manager
Para 32	Develop commercial skills	Develop a strategy to focus on investment in services, sale of surplus services, reviewing charging mechanisms and achieving better returns on assets.	Development of a Commercial Strategy	30/09/2016	

LEADERSHIP TEAM					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 34	Ensure the skills with the senior management team are being deployed in the most effective way.	<p>Continue to develop and implement the Workforce Development Plan, including Leadership Programme and succession planning.</p> <p>Consider all development opportunities for staff at all levels to free up the senior management team to focus on driving forward the council's strategic priorities.</p>	Management Team to meet monthly to focus solely on organisation and staff development issues.	31/03/2017	Strategic Director/Corporate Director/HR Manager

NEIGHBOURHOOD SERVICES					
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads
Para 37 and 38	Neighbourhood Services – a new initiative	<p>Explore the digital skills the Council could harness from partners and other services to aid and improve the effectiveness of the Neighbourhood Team.</p> <p>Develop commercial skills and explore what Neighbourhood services could be sold to other organisations and partners to generate further income.</p> <p>Build on the positive impact already evident in the community.</p>	<p>Review the systems currently in use and consider alternatives that would improve the efficiency and effectiveness of the team.</p> <p>Report to Management Team.</p>	<p>30/09/2016</p> <p>30/06/2016</p>	Portfolio Holders/Corporate Director/Service Manager