

## CORPORATE PEER CHALLENGE ACTION PLAN - PROGRESS REPORT: AUGUST 2016 UPDATE

## APPENDIX 1

UNDERSTANDING OF LOCAL CONTEXT & PRIORITY SETTING							
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads	Progress Update	Completed
Para 3	Lack of strategic focus - our headline actions cover everything we do as a Council.	Refresh Strategic Plan and Headline Actions, ensuring focus on priorities and alignment with political leadership priorities.	Strategic Plan Refresh presented to Executive.	30/06/2016	Council Leader and Portfolio Holders/Strategic Director/Corporate Director/Financial Services Manager	Strategic Plan Refresh approved by the Executive on 30th June 2016.	30/06/2016
			Strategic Plan Refresh presented to Council.	14/07/2016		Strategic Plan Refresh approved by Council on 14th July 2016.	14/07/2016
		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.	Report to Budget Working Group as required.	31/03/2017		This will be picked up in the next Budget Working Group meeting scheduled for 30th August 2016.	
			Report to Budget Working Group as required.	31/03/2017		This will be picked up in the next Budget Working Group meeting scheduled for 30th August 2016.	
		Incorporate into the medium term financial strategy and budget setting process where possible.	Report to Budget Working Group as required.	31/03/2017		This will be picked up in the next Budget Working Group meeting scheduled for 30th August 2016.	
		Communicate with residents about what we have the capacity to do and in what form and then also what needs to change and/ or stop.	Communicate with residents as required.	31/03/2017		This will be picked up in the next Budget Working Group meeting scheduled for 30th August 2016.	
		Communicate what our key priorities are to all staff, members, partners and the general public.	Communicate key priorities as required.	31/03/2017		This will be picked up in the next Budget Working Group meeting scheduled for 30th August 2016.	
Para 4	The council's business is complex and so it would benefit from establishing and communicating a sense of	Build on work currently being undertaken by Scrutiny Management Team on Promoting Pendle.	Develop a Promoting Pendle Strategy and present to SMT.	24/05/2016	Portfolio Holder/Corporate Director/Communications Team	This is in the SMT work programme for a review of progress in September 2016. See below also.	

	what Pendle is as a place.		Develop a Promoting Pendle Strategy and present to Executive.	30/06/2016		This is work in progress with Communications Team having made a start on the strategy. Corporate Director is to ensure that all the correct people are also involved in the development of the strategy such as Lynne Rowland, Hanna Latty, and Dorothy Morris. This will then be presented to MT on 13th September and Executive on 22nd September 2016.	
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.	<p>Council agree in principle to becoming a constituent member of the combined authority for Lancashire.</p> <p>Council to consider Pendle becoming a constituent member of a Lancashire Combined Authority.</p> <p>Lancashire Combined Authority established.</p> <p>Work with LEP to identify further investment opportunities in Pendle (through the Growth Deal and ESIF).</p> <p>Further develop the strategic partnership with Liberata including extension of contract, additional job creation and other service based opportunities.</p>	<p>17/12/2015</p> <p>23/03/2016</p> <p>31/03/2017</p> <p>31/03/2017</p> <p>31/03/2017</p>	Council Leader/Strategic Director	<p>Agreed to become a constituent member in principle at Council on 17th December 2015.</p> <p>Council agreed to become a constituent member on 23rd March 2016.</p> <p>Formal application to create the Lancashire Combined Authority submitted w/c 13th June 2016.</p> <p>We have submitted 6 schemes for the Growth Deal and are currently prioritising these schemes as requested. LEP provided the submission to the Government by 29th July 2016 and an outcome is awaited.</p> <p>Discussions are ongoing with Liberata.</p>	<p>17/12/2015</p> <p>23/03/2016</p> <p>13/06/2016</p>
Para 6	Lack of connectivity within the borough.	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).	Council agree in principle to becoming a constituent member of the combined authority for Lancashire.	17/12/2015	Council Leader/Strategic Director	Agreed at Council on 17th December 2015.	17/12/2015

		Ensure Pendle's Transport Improvement Priorities are reflected in the development of the Transport Ask for the Lancashire Devolution Deal.	Council to consider Pendle becoming a constituent member of a Lancashire Combined Authority.	23/03/2016		Council agreed to become a constituent member on 23rd March 2016.	23/03/2016
			Lancashire Combined Authority established.	31/03/2017		Formal application to create the Lancashire Combined Authority submitted w/c 13th June 2016.	13/06/2016
Para 6	Issues around land supply and housing viability which are barriers to growth.	Adopt Part 1 of the Local Plan – The Core Strategy.	Pendle Local Plan Part 1: Core Strategy to be formally adopted.	17/12/2015	Political Group Leaders/Corporate Director/ Planning Manager	Formally adopted at Full Council on 17th December 2015.	17/12/2015
		Adopt Part 2 of the Local Plan – the Land Allocations DPD.	Preferred Options Publication Examination Adoption	31/03/2017 31/12/2017 30/06/2018 30/09/2018			
		Consider creating a Central Development Management Committee for major planning applications.	Proposals for creation of a Central Development Management Committee to be considered at Annual Council.	19/05/2016		Report presented to Annual Council on 19th May 2016 where it was agreed that the issues be referred back to the all-party Governance Working Group for further discussion. A further report was presented to Council on 14th July 2016 where it was agreed that all applications for 60 or more houses be dealt with by the Development Management Committee and that the terms of reference for the Committee and Area Committees be amended accordingly. This arrangement is to be reviewed at the next Annual Council meeting.	14/07/2016
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.	To support Pendle Leisure Trust in refreshing the Entertainment and Arts Strategy.	31/08/2017	Portfolio Holders/Corporate Director/Pendle Leisure Trust	On hold pending the outcome of the comprehensive review of leisure provision in Pendle.	
		Develop an appropriate model of service delivery.					

#### POLITICAL & MANAGERIAL LEADERSHIP

	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads	Progress Update	Completed
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	Details circulated as proposed.	29/02/2016

		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		Agreed that the Member Development Group be made up of the 3 Political Group Leaders and they will review take-up at the next meeting planned for October 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		Key messages to Members to be communicated at various Council meetings throughout the year, e.g. housing issues were discussed during May meeting; Prevent & Safeguarding - planned for July but to be rescheduled; Finance - Oct; and benefit changes - Dec. Planning issues were discussed during a separate meeting held in July (see below - Para 13).	Ongoing
		Staff – Communicate key message to staff via Team Brief, Directors Blog and Intranet.	Key messages communicated to all staff.	31/07/2016		The Team Brief and Directors Blog have now been merged. The new Directors Update was launched on 4th July 2016 and will now be published monthly.	Ongoing
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.	Hold a development session for all Members on the implications of the Local Plan.	Spring / Summer 2016	Political Group Leaders/Strategic Director/Corporate Director/Planning Manager	Development session held 21st July 2016.	21/07/2016
		Consider creating a Central Development Management Committee for major planning applications.	Proposals for creation of a Central Development Management Committee to be considered at Annual Council.	19/05/2016		Report presented to Annual Council on 19th May 2016 where it was agreed that the issues be referred back to the all-party Governance Working Group for further discussion. Please refer to Para 6 for further comments.	14/07/2016
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.	31/03/2016	Political Group Leaders/Corporate Director	Group established following agreement that the Member Development Group be made up of the 3 Political Group Leaders.	31/03/2016
			Develop the structure of the Member Development Programme.	30/06/2016		To be picked up at the next meeting planned for October 2016.	

#### FINANCIAL PLANNING & VIABILITY

	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads	Progress Update	Completed
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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.	Hold regular briefing sessions for Members on this.	31/03/2017	Political Group Leaders/Strategic Director/Financial Services Manager	MTFP report presented to the Executive on 26th May 2016. MTFP Presentation to Budget Working Group (BWG) on 2nd June 2016. An update to BWG planned on 30th August with a view to presenting some initial savings proposals to the Executive on 22nd September 2016.	
		Cross-Party Budget Working Group and Executive to consider Medium Term Financial Plan and Financial Strategy.	Present the Medium Term Financial Plan to the Cross-Party Budget Working Group.	31/05/2016		MTFP presented to the Cross-Party Budget Working Group on 2nd June 2016. Next meeting is scheduled for 30th August 2016.	02/06/2016
			Present the Medium Term Financial Plan to the Executive.	30/06/2016		Presented to the Executive on 26th May 2016.	26/05/2016
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	The WRAP report and proposed options will be presented to the next meeting scheduled for 30th August 2016.	
			Initial report on waste & recycling to be presented to the Executive.	22/09/2016			
		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		Report to be presented to the next meeting scheduled for 30th August 2016.	
			Initial reports on Grounds Maintenance to be presented to the Executive.	22/09/2016			
		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		The V4 report and proposed options will be presented to the next meeting scheduled for 30th August 2016.	
			Initial report on leisure service provision to be presented to the Executive.	22/09/2016			
		Liberata – challenge existing arrangements through effective benchmarking and renegotiation of contract.	Initial report on Liberata to be presented to the Cross-Party Budget Working Group.	31/07/2016		Report / verbal update to be presented to the next meeting scheduled for 30th August 2016.	
			Initial report on Liberata to be presented to the Executive.	22/09/2016			

		Develop proposals from balance of expenditure / income to deliver savings of c.£2m over period 2017-2020.	Initial report on proposals to be presented to the Cross-Party Budget Working Group.	31/07/2016		Report to be presented to the next meeting scheduled for 30th August 2016.	
			Initial report on proposals to be presented to the Executive.	22/09/2016			
Para 20	Maximise development opportunities of Council assets.	Review and refresh the Asset Management Plan to identify assets that can be developed.	Report to the Executive.	08/02/2017	Council Leader/Portfolio Holders/Strategic Director/Financial Services Manager	Financial Services Manager met with Liberata to kick start the budget setting process.	
		Identify opportunities to work with partners on asset development.	Report to Council.	16/02/2017		This will be picked up in the Commercial Strategy which is currently being developed.	
		Continue to work with PEARL on development opportunities.	Report to the Executive.	30/06/2016		PEARL Joint Venture Companies Development Programme 2016/17 presented to the Executive on 30th June 2016.	30/06/2016
			Report to Council.	14/07/2016		Ongoing - see comment above.	
			Report to Executive	26/05/2016			
			Continue to work with PEARL on development opportunities.	Ongoing			
Para 20	Consider prudential borrowing for appropriate investments to provide an ongoing revenue return for the council.	Research examples of prudential borrowing for investment.	Present proposals / options to the Executive.	22/09/2016	Strategic Director/Financial Services Manager	Work ongoing	
		Identify investment opportunities as a means of providing ongoing revenue opportunities to the Council.	Present proposals / options to the Executive.	22/09/2016		Work ongoing	

#### GOVERNANCE & DECISION MAKING

	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads	Progress Update	Completed
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	Examples of current partnership work being undertaken/explored: LCC re their budget cuts to try to mitigate the impact on Pendle; Transfer of services and facilities to town and parish councils; Burnley re Disaster Recovery / Business Continuity; Burnley, Blackburn, Hyndburn and Preston re CCTV; Liberata on development of new intranet; DWP around getting the previously employed back into work; CCG around social prescribing.	

	Avoid the duplication of service provision to each local area, focussing on providing specific solutions tailored to the different needs of its localities	As part of the strategic and service planning process consider the provision of services across Pendle as a whole.  Continue the programme of transfer of facilities and services to town and parish councils  Examine other delivery models e.g. social enterprise companies	Consider and implement the future programme of transfers for the forthcoming year:-  Parks Recreation Grounds Miscellaneous Buildings Miscellaneous Pieces of Land Garage Sites  Determine the programme of transfers for 2017/18.	31/03/2017          31/01/2017	Transfer of Services and Facilities to Town and Parish Councils Committee/Corporate Director	The work with town and parish councils is ongoing with regard to the implementation of the current programme of transfers and with the development of the programme for future transfers.  Financial Services Manager currently reviewing the areas of work we currently deliver on behalf of other organisations yet which we do not have a statutory responsibility to do. To be presented to the Budget Working Group on 30th August 2016.	
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 1 & 2)	See above (Pg 1 & 2)	Council Leader/Strategic Director	Agreed to become a constituent member in principle at Council on 17th December 2015. Council agreed to become a constituent member on 23rd March 2016. Formal application to create the Lancashire Combined Authority submitted w/c 13th June 2016.	17/12/2015  23/03/2016  13/06/2016
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.	Reconvene the Governance Working Group to consider governance and democratic arrangements.  Consider how Members can develop a greater understanding of their colleagues' wards and the specific issues and needs they have.	Hold initial Governance Working Group meeting.  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.  Review of Scrutiny working arrangements to be submitted to Annual Council.	26/02/2016  30/09/2016     19/05/2016	Political Group Leaders/Corporate Director	Initial meeting held in early 2016 and reported to Council on 14th July 2016.  Council on 14th July acknowledged desirability of an electoral review and requested the Working Group to undertake further detailed work. meeting to take place in September and a further report will be submitted to Council on 20th October 2016, following which a meeting with the Local Government Boundary Commission will be held.  Annual Report and Work Programme submitted to Annual Council where it was agreed to continue with existing working arrangements.	Completed       19/05/2016

ORGANISATIONAL CAPACITY							
	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads	Progress Update	Completed

Para 30	To retain current capacity the council needs to give consideration to succession planning and career progression for both officers and Members.	Continue to develop and deliver the Workforce Development Strategy including:	Monthly meetings of the Continuous Improvement Group (CIG) to capture staff feedback.	31/03/2017	Political Group Leaders/Strategic Director/Corporate Director/HR Manager	CIG meet on monthly basis and the work of the group has been fed into the new Workforce Development Strategy presented to MT on 14th June 2016.	
		<ul style="list-style-type: none"> <li>- Organisational Development</li> <li>- Leadership Development</li> <li>- Skills Development</li> <li>- Recruitment &amp; Retention</li> <li>- Pay &amp; Rewards</li> </ul>	Management Team to meet monthly to focus solely on organisation and staff development issues.	31/03/2017		Management Team now meet monthly to specifically discuss organisational and staff development issues. Items of focus so far have been Pay and Rewards and Leadership Development. Also, an Extended Management Team (middle managers) has been developed and meets bi-monthly.	
		Develop and introduce a structured member development programme, utilising the LGA tools where appropriate.	Establish Member Development Group.	31/03/2016		Group established following agreement that the Member Development Group be made up of the 3 Political Group Leaders.	
			Develop the structure of the Member Development Programme.	30/06/2016		To be picked up at the next meeting planned for October 2016.	
Para 31	Strengthen the approach and buy-in to digital transformation to increase capacity and aid service improvement.	Consider bringing back in-house the roles of Head of IT / development of IT Strategy and Strategic HR.	To be considered as part of the renegotiation of the Liberata contract.	30/09/2016	Council Leader/Portfolio Holders/Strategic Director/Corporate Director/Liberata	Discussions are ongoing with Liberata.	Completed
		Appoint a Digital and Transformation Member Champion.	Member Champions appointed at Annual Council.	19/05/2016		The Leader of the Council, Cllr Mohammed Iqbal, is the Digital and Transformation Champion. The Corporate Director is to start work on developing a Digital Strategy which will be presented to the Executive in November 2016.	
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	The first round of Skills Audit surveys have been circulated to staff; however, the response rate was very low (approx. 5). Further work is still to be done to embed this and a further round of surveys are planned in the near future. A further push to promote this exercise will be planned for a future Extended Management Team meeting.	

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	Corporate Director/ Financial Service Manager	Development of strategy in early stages.	
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#### 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.	Continue to develop and implement the Workforce Development Plan, including Leadership Programme and succession planning.  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.	Management Team to meet monthly to focus solely on organisation and staff development issues.	31/03/2017	Strategic Director/Corporate Director/HR Manager	Management Team now meet monthly to specifically discuss organisational and staff development issues. Items of focus so far have been Pay and Rewards and Leadership Development. Also, an Extended Management Team (middle managers) has been developed and meets bi-monthly.	Ongoing

#### NEIGHBOURHOOD SERVICES

	Issue / Opportunity	Required Action	Milestones	Milestone Due Date	Leads	Progress Update	Completed
Para 37 and 38	Neighbourhood Services – a new initiative	Explore the digital skills the Council could harness from partners and other services to aid and improve the effectiveness of the Neighbourhood Team.  Develop commercial skills and explore what Neighbourhood services could be sold to other organisations and partners to generate further income.  Build on the positive impact already evident in the community.	Review the systems currently in use and consider alternatives that would improve the efficiency and effectiveness of the team.  Report to Management Team.	30/09/2016  30/09/2016	Portfolio Holders/Corporate Director/Service Manager	Work ongoing regarding the review of the new service area to look at how the service is set-up and follow-up on how it is working.  Development of a Commercial Strategy is currently underway and this will be captured within it.	