

**CORPORATE PEER CHALLENGE ACTION PLAN - PROGRESS REPORT: OCTOBER 2016 UPDATE**

**APPENDIX A**

**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	Key Recs	Required Action	Milestones	Milestone Due	Leads	Progress Update	Completed
Para 3	Lack of strategic focus - our headline actions cover everything we do as a Council.	1	Refresh Strategic Plan and Headline Actions, ensuring focus on priorities and alignment with political leadership	Strategic Plan Refresh presented to Council.	30/06/2016 14/07/2016	Council Leader and Portfolio Holders/Strategic Director/Corporate Director/Financial Services Manager	Strategic Plan Refresh approved by Council on 14th July 2016.	30/06/2016 14/07/2016
		1	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		Report presented to Budget Working Group on 30th August 2016. Initial set of savings presented to Executive and next set of savings due to be presented to the Executive on 20th December 2016.	
		1	Consider the need to continue with non-essential services.	Report to Budget Working Group as required.	31/03/2017		Report presented to Budget Working Group on 30th August 2016. Initial set of savings presented to Executive and next set of savings due to be presented to the Executive on 20th December 2016.	
		1	Incorporate into the medium term financial strategy (MTFP) and budget setting process where possible.	Report to Budget Working Group as required.	31/03/2017		Presented to Budget Working Group on 30th August as planned. Presentation relating to our financial situation to be presented to Members prior to the Council meeting in October 2016.	
		1	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		The Financial Challenges leaflet has been refreshed and presented to the Budget Working Group on 30th August 2016 with a request for comments / feedback to be directed to the Financial Services Manager. The finalised leaflet is to be published online mid-October 2016.	

		1	Communicate what our key priorities are to all staff, members, partners and the general public.	Communicate key priorities as required.	31/03/2017		Regular communications are produced and circulated to staff (i.e. the new monthly Directors Update, Extended Management Team, etc.)	
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.	3	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	The Promoting Pendle Strategy / Action Plan has been developed and presented to MT on 6th September and to SMT at their 13th September 2016 meeting, where it was agreed that the Plan will be reviewed annually by SMT and kept under regular review by MT.  A press release from the Council Leader promoting the strategy is to be developed and published. The Corporate Director is working with the Communications Team to develop a campaign to follow-up on the press release with our partners ensuring they are engaged and aware how they link into / contribute to promoting Pendle.	13/09/2016
Para 5	Strategic Partnerships.	1, 2	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.  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	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. A letter has been received from the Secretary of State acknowledging receipt .  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, which is likely to be in the Autumn Statement.	17/12/2015  23/03/2016  13/06/2016

				Further develop the strategic partnership with Liberata including extension of contract, additional job creation and other service based opportunities.	31/03/2017		Discussions are ongoing with Liberata. Reports due to be presented to Executive in November and Council in December 2016.	
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. A letter has been received from the Secretary of State acknowledging receipt .	13/06/2016
Para 6	Issues around land supply and housing viability which are barriers to growth.	2	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
		2	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
		2	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		The Planning, Building Control & Licensing Service Manager is to present a report the Executive in November 2016 to propose setting up an all-party working group to take this forward.	



Para 14	Lack of a structured Member Development programme.	7	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	Group established following agreement that the Member Development Group be made up of the 3 Political Group Leaders.  To be picked up at the next meeting planned for November 2016.	31/03/2016
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**FINANCIAL PLANNING & VIABILITY**

	Issue / Opportunity		Required Action	Milestones	Milestone Due Date	Leads	Progress Update	Completed
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.	1, 2  1, 2	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.  Present the Medium Term Financial Plan to the Executive.	31/03/2017  31/05/2016  30/06/2016	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 presented on 30th August and a report on initial savings proposals was presented to the Executive on 22nd September 2016. Due to be presented to Council on 20th October 2016.  MTFP presented to the Cross-Party Budget Working Group on 2nd June 2016.  Presented to the Executive on 26th May 2016.	  02/06/2016  26/05/2016
Para 19	Consider options for making significant savings from the biggest spend items.	1, 4  1, 4	Waste & recycling – consider alternative delivery arrangements with particular reference to termination of cost sharing agreement.  Grounds Maintenance – review with particular reference to the impact of the transfer of services and facilities to town and parish councils.	Initial report on waste & recycling to be presented to the Cross-Party Budget Working Group.  Initial report on waste & recycling to be presented to the Executive.  Initial report on Grounds Maintenance to be presented to the Cross-Party Budget Working Group.  Initial reports on Grounds Maintenance to be presented to the Executive.	31/07/2016  22/09/2016  31/07/2016  22/09/2016	Portfolio Holders/Strategic Director/Corporate Director/Service Managers	The WRAP report was presented at the 30th August 2016 meeting. Work on proposed options being undertaken and due to be presented to the Budget Working Group scheduled for November 2016.  Initial report presented to BWG on 30th August as planned. Work on proposed options being undertaken and are due to be presented to the next Budget Working Group scheduled for November 2016.	

		1, 4, 6	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 presented at 30th August 2016 meeting. A brochure is now being produced for soft market testing which will be presented to BWG in October.	
				Initial report on leisure service provision to be presented to the Executive.	22/09/2016			
		1, 4	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		Further report / verbal update to be presented to the next meeting scheduled for December 2016.	
				Initial report on Liberata to be presented to the Executive.	22/09/2016			
		1	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		Initial report to BWG presented on 30th August and a report on initial savings proposals was presented to the Executive on 22nd September 2016. Due to be presented to Council on 20th October 2016.	
				Initial report on proposals to be presented to the Executive.	22/09/2016			
Para 20	Maximise development opportunities of Council assets.	1, 2	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	Work is ongoing with the Draft Asset Management Plan to be presented to the Executive in December 2016.	
				Report to Council.	16/02/2017			
		1, 2	Identify opportunities to work with partners on asset development.	Report to the Executive.	30/06/2016		This will be picked up in the Commercial Strategy which is currently being developed.	
				Report to Council.	14/07/2016			
		1, 2	Continue to work with PEARL on development opportunities.	Report to Executive	26/05/2016		PEARL Joint Venture Companies Development Programme 2016/17 presented to the Executive on 30th June 2016.	30/06/2016
				Continue to work with PEARL on development opportunities.	Ongoing		Ongoing - see comment above.	
Para 20	Consider prudential borrowing for appropriate investments to provide an ongoing revenue return for the council.	1, 2	Research examples of prudential borrowing for investment.	Present proposals / options to the Executive.	22/09/2016	Strategic Director/Financial Services Manager	Work ongoing. One current example is the Executive (22/9/16) agreeing to the Council acquiring its interest in the ACE Centre for which it currently holds long-term leases. This will result in savings of more than £145k in the first year and almost £100k each year afterwards.	

		1, 2	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	
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**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; STP for health, considering ways to integrate services.	
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	5  1, 5  4	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 in November 2016.	
Para 24	Exploit the opportunity provided by the creation of a Combined Authority for Lancashire	1, 2	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. A letter has been received from the Secretary of State acknowledging receipt .	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.	7	Reconvene the Governance Working Group to consider governance and democratic arrangements.	Hold initial Governance Working Group meeting.	26/02/2016	Political Group Leaders/Corporate Director	Initial meeting held in early 2016 and reported to Council on 14th July 2016.	Completed
		5	Consider how Members can develop a greater understanding of their colleagues' wards and the specific issues and needs they have.	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.	30/09/2016		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 October and a further report will be submitted to Council on 15th December 2016, following which a meeting with the Local Government Boundary Commission will be held.	
				Review of Scrutiny working arrangements to be submitted to Annual Council.	19/05/2016		Annual Report and Work Programme submitted to Annual Council where it was agreed to continue with existing working arrangements.	

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.	7	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.	
		7	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 November 2016.	
Para 31	Strengthen the approach and buy-in to digital transformation to increase capacity and aid service	7	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.	



	improvement.		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.	Completed
Para 32	Identify latent capacity within the organisation that might help to address resource issues and empower staff.	7	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	4	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.	

#### 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.	7 7	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	6	Explore the digital skills the Council could harness from partners and other services to aid and improve the effectiveness of the Neighbourhood Team.	Review the systems currently in use and consider alternatives that would improve the efficiency and effectiveness of the team.	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.	

		4	<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>	Report to Management Team.	30/09/2016		Development of a Commercial Strategy is currently underway and this will be captured within it.	
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