

**GUILDFORD BOROUGH COUNCIL
CORPORATE PEER CHALLENGE ACTION PLAN**

Priorities, Corporate Plan and Service Planning

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
Demonstrate effective political and community leadership in delivering the Local Plan	<p>Promote and publicise progress with the Local Plan, including responses to the Inspector, through press releases, media responses, social media, About Guildford, other communications and through face-to-face meetings with parish councils and residents groups.</p> <p><i>A comprehensive communications programme to support this is being delivered.</i></p>	December 2020	On track	Leader of Council Managing Director
Identify key priorities and projects for a new Corporate Plan	<p>Engage councillors, residents and stakeholders in identifying a smaller number of <u>priorities</u> to incorporate within a new Corporate Plan.</p> <p><i>Consultation with councillors, residents and stakeholders on priorities was undertaken in March/April 2018.</i></p>	March/April 2018	Complete	Policy & Partnerships Manager
	<p>Identify key <u>projects</u> on which to focus resources and form the core of a new Corporate Plan.</p> <p><i>New themes, priorities and key projects were included in a new Corporate Plan for the period 2018 -2023.</i></p>	March/April 2018	Complete	Policy & Partnerships Manager
	<p>Adopt a new Corporate Plan.</p> <p><i>The new Corporate Plan 2018 – 2023 was adopted by the Council on 15 May 2018.</i></p>	May 2018	Complete	Policy & Partnerships Manager
Clearly articulate the timescales for large complex projects (e.g. town centre regeneration)	<p>Review, refresh and adopt a new Town Centre Regeneration Strategy.</p> <p><i>Background research is ongoing, but work has not started on a revised strategy document to date. This will need to link with public consultation.</i></p>	March 2019	Behind schedule	Director of Planning and Regeneration Major Projects Portfolio Manager
	<p>Undertake a review of governance arrangements for reporting on Major Projects.</p> <p><i>Revised terms of reference and reporting arrangements for the Major Projects Portfolio Board were adopted at its meeting on 24 July 2018.</i></p>	September 2018	Complete	Director of Planning and Regeneration Major Projects Portfolio Manager

Priorities, Corporate Plan and Service Planning

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
Introduce new service planning and reporting processes	Introduce a new consistent and coordinated service planning process. <i>A new service planning process was developed, but this will be refreshed and revised as part of the performance management framework for Future Guildford.</i>	June 2018	Complete	Audit and Business Improvement Manager
Ensure strategic communications focussed on Council priorities	Review, update and implement changes to the Communications Strategy to reflect the new Corporate Plan and Council priorities. <i>This work is also being undertaken in conjunction with Future Guildford and the outcomes and requirements from the ongoing Council-wide transformation programme. Other ongoing strategic and priority communications improvements continue.</i>	August 2018 (and ongoing)	On track	Communications and PR Manager
	Review and implement LGA Corporate Peer Challenge suggestions as appropriate.	September 2018 (and ongoing)	Complete	Communications and PR Manager
Address potential scenarios in relation to the post Brexit position for the Borough and sub region	Refresh the Council's Economic Strategy to align with the Enterprise M3 Strategic Economic Plan 2018-2030, including a strong emphasis on corporate engagement, inward investment and supporting scale up companies in key sectors to future proof economic performance. <i>The target date has been revised from December 2018 to March 2019 to reflect the publication date of the LEP's Strategic Economic Plan.</i>	March 2019	On track	Local Economy Manager

Financial Planning, Viability and Capacity to Deliver

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
Explore how the Council's financial muscle can support the delivery of strategic outcomes for the Borough	<p>Pump prime investment in strategic projects from earmarked reserves in accordance with the Council's Medium Term Financial Strategy (MTFS).</p> <p>This was incorporated in the MTFS approved by the Executive in July 2018.</p>	February 2019	On track	Director of Finance
	<p>Continue to provide joint/match funding for infrastructure, regeneration and housing development projects where those contribute to the Council's strategic objectives.</p> <p>This was incorporated in the MTFS approved by the Executive in July 2018.</p>			Director of Finance
	<p>Consider the option of discounting land disposals to facilitate marginally viable schemes as part of the business case as individual projects are brought forward.</p> <p>This was incorporated in the MTFS approved by the Executive in July 2018.</p>			Director of Finance
	<p>Consider future opportunities for providing capital grants to fund appropriate affordable housing schemes.</p> <p>This was incorporated in the MTFS approved by the Executive in July 2018.</p>			Director of Finance
	<p>Consider offering loans to the new housing company to develop homes at less than market prices as part of the next iteration of the housing company business plan.</p> <p>This is in progress and awaiting the updated business plan. Any loans will need to be state aid compliant.</p>			Director of Finance
	<p>Explore the opportunity for using Housing Revenue Account reserves to fund regeneration schemes as well as affordable housing.</p> <p>This has been investigated and, whilst we can utilise 'internal borrowing' and Right to Buy receipts for regeneration schemes, it is not clear from MHCLG guidance that HRA surpluses built up in reserves can be used to fund regeneration schemes. Clarification is being sought from MHCLG.</p>			Director of Finance

Financial Planning, Viability and Capacity to Deliver

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
Review reporting of financial information to the Executive and councillors to make it clearer	<p>Liaise with the Overview and Scrutiny Committee on the appropriate level of financial information reported to councillors, including the requirement for and format of detailed budget bids.</p> <p><i>The views of the Overview and Scrutiny Committee were sought at its meeting on 19 July 2018 and the outline budget report scheduled in November 2018 has been revised to reflect councillor comments.</i></p>	February 2019	Complete	Director of Finance
Ensure stronger councillor, manager and staff buy-in around financial discipline and sweating available resources fully	<p>Present regular updates on the Council's financial position to the Corporate Management Team, Senior Leaders Group, Executive-Management Team Liaison Group and Executive Advisory Boards.</p> <p><i>Multiple training has been undertaken with service leaders and regular briefings have been presented to CMT. Training has also been provided to councillors, with more planned in December 2018.</i></p>	February 2019	On track	Director of Finance
Review the capacity of the transformation team and ensure clear timelines for fundamental service reviews	<p>Review and rationalise our FSR process to reduce the time taken.</p> <p><i>The Future Guildford project is looking at all services within the Council to identify and deliver service efficiencies, savings and income generation opportunities in the short to medium and longer term.</i></p>			Audit and Business Improvement Manager
Ensure capacity and capability to deliver large complex projects	<p>Complete the restructure of the Major Projects Team and recruit to all permanent vacancies</p>	March 2019	On track	Managing Director Director of Planning and Regeneration
Ensure that workforce planning and organisational development align with vision and priorities, including progression and succession planning	<p>Develop a dynamic and flexible approach to performance review for staff that supports managers and staff to align their work to our vision and priorities.</p> <p><i>New framework developed and launched in Summer 2018. Training to support the framework is underway and will be available to staff throughout the year (rather than on an annual basis).</i></p>	June/July 2018	Complete	Organisational Development Manager

Financial Planning, Viability and Capacity to Deliver

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
	<p>Develop and manage programmes of development activity for CMT, Service Leaders and the Management Development Groups to support career progression.</p> <p>Ongoing programme of Service Leader Group sessions is in place covering a wide variety of subject matter. The sessions focus upon encouraging cross-organisational working and inclusion of Service Leader/CMT input into a wide variety of activity, including policy development.</p> <p>A CMT Development away day on 13 November 2018 focussed on managing organisational change to support delivery of the Future Guildford programme.</p> <p>A variety of development opportunities continues to be promoted to managers, including performance development skills (coaching/feedback/objective setting), political awareness training and resilience training. Future plans include better business case training and communication/presenting skills.</p>	Ongoing	Complete	Organisational Development Manager
	<p>Re-visit and update the Organisational Culture Framework, including the Behavioural Competencies to achieve alignment with our vision and priorities. Ensure the framework supports the new performance review processes to support staff progression (development) and succession planning.</p> <p>(Note: The target completion date has been amended from October 2018 to October 2019 to ensure coordination with the Future Guildford programme in terms of structure, skills and culture required.)</p>	October 2019	Not started	Organisational Development Manager
	<p>Carry our Annual Staff Surveys and develop an action plan to identify progress with OD initiatives and areas for future focus.</p> <p>Analysis of the results of the 2017 survey has been completed and the results communicated to staff. Data generated has fed into other processes, including the development of the Performance Development Framework. The survey will be used to track and assess the extent to which the new performance development framework has been adopted across services.</p> <p>New software (GDPR compliant) has been put in place for the 2018 survey, which will take place in Q4 2018/19. This has been moved from Q3 to enable staff feedback on the changes relating to Future Guildford.</p>	Annually in Q4	Complete	Organisational Development Manager

Financial Planning, Viability and Capacity to Deliver

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
	<p>Develop a formal approach to succession planning to support workforce planning and shape development for progression for key roles.</p> <p>The target completion date has been amended from March 2019 to October 2019 to ensure coordination with the Future Guildford programme in terms of structure, skills and culture required.</p>	October 2019	Not started	Organisational Development Manager

Strengthen Partnership Working

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
Review the operation of the Guildford Surrey Board to improve its effectiveness	<p>Undertake a review of the operation of the Guildford-Surrey Board in conjunction with partners in light of the proposed new Guildford Joint Committee and other partnership opportunities.</p> <p><i>Views on the role, remit and effectiveness of the Board were sought from partners/members in May/June 2018. There was support for retaining the existing arrangements, with suggestions that there should be a greater focus on the health and wellbeing agenda and that a forward programme of relevant topics for consideration should be developed.</i></p>	October 2018	Complete	Policy and Partnerships Manager
Explore opportunities for joint working with the Guildford and Waverley Clinical Commissioning Group	<p>Appoint the Managing Director to the Guildford and Waverley Integrated Care Partnership to investigate opportunities for integration and joint working.</p> <p><i>The Managing Director is now a member of the Partnership.</i></p>	February 2018	Complete	Managing Director
Review and consider the extension of the remit of the Guildford Local Committee	<p>Seek initial comments from Executive/Management Team Liaison Group on 4 April 2018 on pursuing (with SCC) the establishment of a new Guildford Joint Committee to replace the Guildford Local Committee.</p>	April 2018	Complete	Democratic Services Manager
	<p>In collaboration with SCC officers, draft a constitution for the proposed new Guildford Joint Committee</p>	June 2018	Complete	Democratic Services Manager
	<p>Submit reports to the Executive on 19 June and Council on 24 July 2018 on the draft Constitution of a new Guildford Joint Committee.</p> <p><i>The Council approved the establishment and constitution of the new Joint Committee on 24 July 2018.</i></p>	July 2018	Complete	Democratic Services Manager
Explore opportunities for increased joint working with other Surrey councils	<p>Complete discussions to provide off-street parking services for Waverley BC in addition to the agency agreement with Surrey CC to provide on-street services in Waverley.</p> <p><i>Exploratory discussions were held with Waverley BC regarding the provision of off-street parking enforcement services. Its current five year contract expires in 2019, but Waverley BC has exercised an option to extend for an additional five years. Guildford BC remains open to further discussions on joint working.</i></p>	July 2018	Complete	Corporate Management Team

Strengthen Partnership Working

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
	<p>Conclude discussions with Waverley BC in relation to closer working on operational services.</p> <p>Following discussions, Waverley BC decided that it would prefer to continue with arrangements with which it was familiar (i.e. to appoint an external provider). Given that establishing joint arrangements with Guildford would be a departure from their traditional delivery model, significant cost contingencies were added to this option to address risk concerns, which made it more expensive than awarding the contract to an external provider. Both Guildford BC and Waverley BC are keen to explore other opportunities for joint working and discussions continue.</p>	July 2018	Complete	Corporate Management Team
<p>Work with the voluntary sector to improve channels of communication, particularly around funding</p>	<p>Liaise with voluntary sector organisations about future funding options as part of the current review of grants.</p> <p>A series of consultation meetings has been held with voluntary organisations as part of the review of grants.</p> <p>A new Guildford Community Lottery has been established to provide a further means of fundraising for local charities, voluntary organisations and community groups.</p>	April 2019	On track	Policy and Partnerships Manager

Governance

Recommendation	Actions	Target Completion Date	Status	Responsible Officer
Provide clear mapping of role responsibilities on corporate priorities between portfolio holders	Work with the Lead Councillor for Infrastructure and Governance, to prepare revised Executive portfolio responsibilities.	July 2018	Complete	Democratic Services Manager
	Seek approval of the Leader to the revised portfolio responsibilities and report to the Council for information. Revised portfolio responsibilities were reported to the meeting of the Council on 24 July 2018.	July 2018	Complete	Democratic Services Manager
Review the operation of the EABs	Discuss initial options with CMT, including possible disbandment of EABs and substitution with specific project based task and finish groups involving interested councillors with experience/expertise, which could better engage backbench councillors. A report on the future of EABs was submitted to the Corporate Governance and Standards Committee on 20 September and Council on 9 October 2018. The Council agreed to establish a cross party task and finish group to take this forward and to report back proposals to its meeting in February 2019.	February 2019	On track	Democratic Services Manager
Encourage greater involvement by residents in Overview and Scrutiny	Submit proposals to encourage greater resident involvement, including work programming, stakeholder events, online topic selection tool, use of citizens' panel, improved publicity, co-option and innovative means of scrutiny. Proposals were included in the Overview and Scrutiny Annual Report considered by the Council on 24 July 2018. The Council agreed that measures be enacted to develop overview and scrutiny further, including public involvement in work programming, co-option, improved publicity and more innovative means of scrutiny.	December 2018	Complete	Democratic Services Manager
Ensure ward councillors are informed and engaged in local initiatives	Remind officers of the need and protocols to consult/inform/engage local ward councillors in local initiatives. Officers have been reminded of the need to ensure proper consultation with local ward members. Officer delegated decision templates have been amended to prompt consultation with ward members where appropriate.	July 2018	Complete	Democratic Services Manager