

Appendix Two - Peer Review Action Plan

Area identified	How we will respond	Lead Cabinet Member and Lead Officer	Completion Date
<p>1. Underpin your compelling vision with a coherent narrative and plan which will take you from 2016 to the outcomes you seek for 2030-</p> <p>Develop critical success factors for making choices about what initiatives to prioritise, to sit along your very clear principles</p>	Work with external partners to develop a narrative and high-level plan for the organisation to enable a phased implementation of the Council's vision to 2030.	Leader / Chief Executive	March 2017
	Work with senior officers and portfolio holders to agree phasing of the implementation of the pledges to 2030	Leader/Head of PPE	March 2017
	Design and deliver further communication and engagement activity for staff, residents and stakeholders around the vision to celebrate achievements, share challenges and ensure consistent messaging across all channels and service areas. This will include a vision event for staff in November.	Leader /Head of PPE	Comms plan in place April 2017
2. Have a clear understanding of the council's purpose and then design its structure to ensure it can deliver the vision	Work with an external partner to develop a narrative and organisational blueprint for the organisation to 2020 which will also include supporting strategies for delivery: customer, people, digital and commercialisation.	Leader /Interim Corporate Resources Director	Blueprint in place Jan 2017. Strategies in place Mar 2017.
3. Place a greater emphasis on the execution of your plans and review whether you have the existing capacity and right vehicles to help you deliver them	Use best practice research and local lessons to better understand what works in delivery, with a particular emphasis on areas where there are performance challenges.	Deputy Leader/ Head of PPE	In place & ongoing work
	Hold regular performance discussions with senior officers and members to reinforce wider perspectives linked to delivery as planned with Chief Executive, Leader and Deputy Leader.	Deputy Leader /Head of PPE	Start Nov 2016

	Ensure key pieces of work , business plans , policies , strategies and commissioning / procurement is linked to delivery of the priorities by reinforcing this in all council guidance and toolkits and including details of how work links to the priorities in the relevant documentation including cabinet and Gateway papers, Joint Venture and partnership agreements , strategies , policies and plans.	Leader/Head of PPE / Director of Law & Democratic Services	April 2017
	Review current arrangements with arm's length subsidiaries with a view to seeing how the Council's vision priorities and pledges can best be delivered.	Leader/Director of Law and Democratic Services	April 2017
	Carry out research to understand the range of commercial opportunities in terms of acquisitions and joint ventures and utilise learning from others to identify the best opportunities for Swindon. Devise and implement a commercialisation framework. Improve performance management of contracts, joint ventures and partnership agreements to focus on delivery of the Council priorities.	Deputy Leader /Corporate Director of Economy, Regeneration & Skills/ Head of Finance	March 2018
	Ensure that clear resourcing plans are drawn up for work on town centre regeneration and all change programmes including requirements from enabling functions. Use these plans to identify capacity gaps and recruit/ redefine priorities.	Deputy Leader/Corporate Director of Economy, Regeneration & Skills/Head of Transformation	April 2017
	Ensure that we are clear about the costs of pledges (where we expect to have to deliver them or pay for them ourselves) and the capital programme and use this information to plan the phasing of the pledges.	Deputy Leader/Head of Corporate Finance	Feb 2017

	Agree a common direction, governance and methodology for change work, driven from within service areas, supported by the change team. The work will be focussed on Council priorities and realisation of non- financial and financial benefits, delivering savings and ensuring that change is grounded in evidence of what works and engagement.	Deputy Leader/Head of Transformation	April 2017
4. Review the breadth of responsibility at CMT level by reducing direct reports to chief executive to create strategic space	Currently in hand with new senior management organisational structure.	Leader/Chief Executive	Dec 2016
5. Ensure all corporate/enabling services are restructured to support front – line service delivery and review merging finance, HR, legal, IT, PPE and customer services into one strong enabling function to help deliver the change most effectively	Implement the restructure of enabling functions, which was approved by the Special Committee in October, to drive and support the delivery of the Council's Vision and the change needed to achieve it	Leader/Chief Executive	Mar 2017
6. In respect of your parish plans consider how you will most effectively ensure a smooth transition to devolving responsibilities in this new model	Make use of the experience gained from the parish pilots over the past 18 months where we have already transferred some StreetSmart services. Engage with key stakeholders including ward, parish and town councillors, residents, staff and unions to plan a smooth transition and organise the workforce where necessary to transfer delivery through parishes. This will include a transition team to provide guidance on parish clerking, finance, procurement, and operational support to enable a smooth handover through 2017/18 of the Community Governance arrangements that were approved by Council in November 2016.	Cabinet Member for Communities /Head of StreetSmart/ Director of Law and Democratic Services	From November 2016
7. Harness afresh your business and community partners to revive your One Swindon ambitions	Work with One Swindon Board Members to refresh and restate the role and remit of One Swindon to provide focus and purpose in a changed context. This will include addressing links with the place marketing work, community engagement work and the role of the Health and Wellbeing Board.	Leader/Head of PPE	Jan 2017

8. Look to engage more purposefully with your communities and seek their views and opinions in a structured manner	Conduct research into the ways in which residents get information about the council. Use the information to develop plans for increased engagement with our residents.	Cabinet Member for Communities /Head of PPE / Head of Localities & Volunteering	Dec 2016
	Work with residents, officers, members to refresh our consultation policy over the next year. This will include the production of a toolkit and guidance to support officers to self-serve and an expansion of policy to cover engagement. Work with senior officers and members to ensure that engagement and consultation opportunities are factored in to decision making practice and process	Deputy Leader /Head of PPE / Director of Law and Democratic Services	Dec 2016
9. Step up your ambition about digitisation	Develop and implement a digital strategy to support the Council Vision and Council Plan. The Digital strategy will work in synergy with the Customer strategy closely to provide an increasing number of end to end digital services to Swindon citizens and businesses. The digital strategy will set out new ways of working for the Council; for central services and back office processes and enable them to raise efficiency and productivity. We will support the Digital Strategy with new process architects to help redesign council services which are currently paper reliant and over-processed. The Head of Customer & Business Services will lead work to identify key processes to improve and the Chief Information Officer will work with officers from across the Council on our digital strategy once the organisational blueprint work outlines the future model for the Council.	Cabinet Member for SreetSmart /Chief Information Officer/ Head of Customer and Business Services	July 2017

10. Utilise your great people to be even more effective and fill your skill gaps	Define the leadership behaviours, qualities and capabilities that are required to deliver the Vision. These will include collaborative, distributed leadership to help promote innovation, collaboration/systems-thinking and to increase organisational capability and capacity. Use this insight to develop and deliver a programme of leadership development for officers and members.	Deputy Leader /Head of PPE	To be delivered throughout 17/18
	Develop commercialisation as a culture change programme not just an isolated programme and ensure that the required learning and development is offered to embed this approach across Council.	Deputy Leader / Head of Transformation/Head of PPE	March 2018
	Develop and implement a people strategy to include the skills development needed to deliver the Council Vision.	Deputy Leader/Head of PPE	March 2017
	Improve absence management and rate of appraisals. This will include research into what works in improving compliance.	Deputy Leader/Head of PPE	March 2017
11. Call to arms, celebrate wins, create momentum, engage people to play their part and inform the public possibly via a community magazine Our response to this recommendation is also addressed by the responses to recommendations on and eight	Build on our work with communities to create a true and sustainable partnership, in order to harness the energy of the community and voluntary sector in service of the vision for Swindon.	Cabinet Member for Communities / Head of Localities	Dec 2016
	Use our place marketing work to further understand the priorities of the business sector so that we can work with the sector both to improve the reputation and image of Swindon and to create a sustainable business driven approach to place marketing in the future	Leader/Head of PPE	Jan 2017 launch
	Use research information to develop information infrastructure for resident engagement based on their preferences. Find a way (possibly reintroduce Place Survey) as way of understanding impact.	Leader/Head of PPE	March 2017

12. Keep learning and be networked - look outwards and steal with pride--encourage others to steal from you-there is much to steal	Build on the best practice research to inform evidence based decision making – specific areas mentioned are education and skills, HE , early years, environment and public realm	Deputy Leader/Head of PPE	March 2017
	Use our place marketing work and Fast Growth Cities to extend our sphere of influence	Leader/Chief Executive	January 2017 launch of Place Marketing Board Fast Growth Cities – work in progress
	As part of our People Strategy , ensure that we have a strong and targeted programme of learning and development to deliver the Vision , grow our staff and provide a strong and sustainable succession of talent for the Council	Deputy Leader/Head of PPE	April 2020