

Peer Challenge Recommendations 2025

	Recommendations	Actions	Progress	Owner
1.	Celebrate your organisational culture and ethos and the passion of your staff and councillors, recognising the passion, commitment, loyalty and belief in place	<p>Celebrate organisational ethos and culture and passion and commitment of staff and councillors via internal comms mechanisms</p> <p>Borough Bulletin article following final CPC report to highlight organisational ethos and culture</p> <p>Consider internal branding on our culture and ethos</p>	<p>Day off given to staff following Peer Challenge</p> <p>Target Summer Edition of Bulletin</p> <p>June 2025</p>	<p>Bill Cullen</p> <p>Jacqueline Puffett</p> <p>Jacqueline Puffett</p>
2.	Ensure the extent of your community leadership work is well communicated and celebrated.	<p>Increase communications on our community leadership work and ensure comms are clear in terms of how we, as a council, have taken a lead</p> <p>Use portfolio of partner testimonies to further celebrate</p>	Incorporate our leadership work on service partner news bulletins-ongoing 2025	<p>ELT</p> <p>SLT/ Jacqueline Puffet</p>

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		and communicate our leadership work	Testimonies provided to be incorporated in LGR Proposal Submission March 2025	
3.	Ensure that the council's roles as a deliverer, facilitator and influencer are clearly defined	<p>We are clear that our role and that it depends on the setting. We will continue to adapt and clearly define our role as we move through LGR. We will continue to work to influence the shape of any new entity under LGR.</p> <p>Review partnership governance to ensure it is robust across the partnership landscape</p>	<p>Audit Partnerships and define our role – June to Sept 2025</p> <p>Audit Partnerships and ensure governance /terms of reference in place – June to Sept 2025</p>	<p>SLT</p> <p>Rachel Burgess</p>
4.	Consider resilience and capacity challenges with existing work and when considering new projects and initiatives	Consider current and new projects in line with capacity and resilience needed for LGR.	Quarterly Reviews from July 2025	SLT/ELT

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		<p>Project Management documentation in place and includes assessment of capacity</p> <p>Succession planning elements delivered via People Strategy. To include buddying up/mentoring to pass on knowledge/skills.</p> <p>Put in place practices to capture institutional memory, assess for gaps in documentation of procedures.</p>	<p>September 2025</p> <p>Roll out of internal mentoring programme Sept 2025</p> <p>On going from June 2025</p>	<p>Julie Kenny</p> <p>Julie Stay</p> <p>ELT</p>
5.	Continue to develop income and savings plan with Members and senior staff to minimise future impacts of service delivery.	<p>Draft shared with Peer Team</p> <p>Income and Savings plan to be further developed in line with sustaining services for next 3 years in advance of potential LGR on 1st April 28.</p>	<p>Develop further in context of LGR on Budget Process 2025/26</p> <p>From Autumn 2025</p>	<p>AW/SLT</p> <p>SLT</p>

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		<p>Ensure councillors as well as officers are involved in the income and savings plan to close the budget gap</p> <p>Consult on income and savings plans as part of the budget setting process and share with all staff so they are fully aware and can contribute to its delivery</p>	TBC	SLT
6.	Ensure senior staff continue to develop awareness of delegations, roles and responsibilities.	Produce briefing note for officers on delegations	A briefing note for officers has been added to the intranet which gives a brief outline of different types of decisions and the requirements around them. It includes information to help decide whether a decision should be made by the Executive or by Council, delegated decisions taken by officers or an individual Executive member and the requirement to record them, and the requirement to include items on the forward plan.	Rebecca Owen

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		Ensure the role of the overview and scrutiny function in the 'call-in' process and broader scrutiny work is publicly available and clear to all.	Workshop held with ELT to discuss capturing delegated decisions and n June 2025	Julie Kenny
7.	Continue developing the process of publishing and recording of decisions	Refreshed plan in place re: publishing of decisions. Dedicated ELT meeting to discuss delegated officer decisions and recording	Briefing note as above. Dedicated ELT meeting arranged for 28 th March to further discuss delegated officer decisions and recording	Rebecca Owen
8.	Ensure that performance management visibly supports strategic decisions	Members of Executive and scrutiny are sighted on performance reports Housing Performance Framework to be considered in other areas, in the first instance in Streetscene	Performance reports have been added to Executive agendas. ELT workshop completed. Housing showcased their performance dashboard so services can determine how it could be applied in their areas.	SLT Julie Kenny/Maddy Shellard

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		Ensure that performance reporting supports priority monitoring and decision making.	<p>Presentation circulated to wider teams. Skill share sessions to be arranged.</p> <p>This has commenced with reports to Executive March 2025. Officers advised of key reports required.</p>	SLT/ELT
9.	Ensure the roles for managing risks are clear and that they support decision-making	<p>Risk Management Framework to be refreshed</p> <p>Deliver actions from Audit Committee Report</p> <p>Clarify how councillors are involved in the management of corporate risks, and that corporate risks are considered when making strategic decisions.</p>	<p>July 2025</p> <p>February 2025 – Revised TOR have been agreed by Audit Committee January 2025 and agreed at Council February 2025</p> <p>Terms of reference for Audit Cttee have been amended to clarify their role in relation to risk management.</p>	<p>Julie Kenny</p> <p>Julie Kenny/Ashley Wilson</p> <p>Julie Kenny</p>