

LGA Peer Review 12 to 15 November 2024

ACTION PLAN

LGA Peer Review themes

The five high-level themes the LGA cover for all Corporate Peer Challenges are:

1. **Local priorities and outcomes:** Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all its communities?
2. **Organisational and place leadership:** Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture:** Are there clear and robust governance arrangements? Is there a culture of respect, challenge and scrutiny?
4. **Financial planning and management:** Does the council have a clear understanding of its current financial position? Does the council have a strategy and a clear plan to address its financial challenges?
5. **Capacity for improvement:** Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

In addition, we have asked the peer team to be mindful of the three council partnership arrangements that the council operates under and to place a particular focus on:

- The council's plans around infrastructure development, regeneration and addressing deprivation, and what more it can do to deliver on its ambitions around these areas.
- How are the more flexible ways of working across the council being viewed by staff and other stakeholders and whether that is improving the council's visibility across the district.

Action Plan Monitoring arrangements

- Leadership Team (monthly governance meeting)
- Briefing to Cabinet each quarter
- Overview- six monthly

Action Status	
Completed	
Not started	NS
On plan	
Off plan but mitigation in place to get back on plan	
Off plan and no mitigation	

ACTION PLAN FOR RECOMMENDATIONS

Action Plan

Ref	Recommendation	Action to be taken	Evidence	Lead	Timescale	Status
1	Measure the impact of regeneration projects against corporate priorities and the social challenges across the district	In line with the Growth and Prosperity Plan, use the Thriving Place Index as a means to measure the impact of projects.	Monitoring reports being submitted to the Government.	Director of Economic Development	Ongoing (Q1 25/26 to embed)	
		Consider potential metrics for inclusion in the Performance Management Framework for 25/26.		Director of Economic Development	Q4 24/25	
		Ensure post project completion (circa 1 year after), evaluation is undertaken and reported back to the Major Projects Board, external partners and wider community.	Appointed consultants to produce a report on evaluation of all external major projects. This will be ongoing as per requirement of grant conditions.	Major Project Sponsors	Ongoing	
2	Carry out a thorough review of the strategic effectiveness and influence of internal and external communication	Commission a review of communications.		Assistant Director - Corporate	Q1 25/26	
		Residents Survey to be undertaken		Group Manager – Insights and Transformation	Q4 24/25	
		AD – Corporate to become a member of SLT.	AD – Corporate now a member of SLT.	Assistant Director - Corporate	Q4 25/26	C
3	Seize opportunities for deeper Greater Lincolnshire and strategic county-wide conversations about the place.	Progress the work on the Coastal Strategy working with LCC, EA and IDB.	Progress report to Planning Policy Committee.	Director of Economic Development	Q4 26/27	
		Contribute to the delivery of the Greater Lincolnshire Destination Management Plan.	Progress report to Culture Board.	Director of Economic Development	Q4 25/26	
		Explore joined up opportunities for business engagement and inward investment with MCA.	Progress report to Town Boards.	Director of Economic Development	Q2 25/26	

Action Plan

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4	Prioritise EDI work around policies and embed it within the work of the council, including identifying a corporate lead	EDI Strategy to be adopted across the Partnership with governance board.	Strategy commissioned. Governance Board in place reporting into SLT each quarter.	Assistant Director - Corporate	Q1 25/26	
		Establish a lead officer	AD Corporate to be the lead.	Assistant Director - Corporate	Q4 24/25	C
		Equality Impact Assessment template and guidance to be reissued.	Reissued to all staff via the staff bulletin and on the Intranet.	Assistant Director - Corporate	Q4 24/25	C
		EDI post to be established across the Partnership to implement the Strategy and be an expert advisor.	Growth bid for shared post included in 25/26 budget. Job description produced.	Assistant Director - Corporate	Q1 25/26	
		Expand the quarterly workforce report to monitor all protected characteristics in EDI policy.	HR to build this into reporting going forward.	Head of HR (PSPS)	Q1 25/26	C
5	Improve clarity and detail in financial and risk reporting to enhance governance and mitigate risk	Add additional clarity and detail, including detail relating to purpose of reserves.	Finance to build this into reporting going forward.	Section 151 Officer / Deputy Section 151 Officer.	Q4 24/25 onwards	C
6	Continuously review and align organisational capacity in key priority areas to ensure ability to deliver ambitions	Discussion with budget managers through the budget setting process on whether they have the capacity to deliver to the performance standards / work programme set.	Budget challenge sessions have taken place with Managers during November/December and this has covered capacity to deliver.	Section 151 Officer / Assistant Directors	Ongoing	C
		Ensure each service has a training plan in place to help address skills gaps following the corporate skills audit.	Process underway for 25/26.	Assistant Directors (via Corporate process)	Q4 24/25	

Action Plan

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7	Reflect on service performance and the impact on residents	In setting the performance framework for 25/26, consider with Portfolio Holders whether service performance improvements are required and consider resourcing impact.		Assistant Directors / PSPS (with their Portfolio Holders)	Q4 24/25	
8	Share the good practice and achievements from ELDC more widely	To start securing slots at national/regional events to actively promote the work of the partnership and the outcomes from services/projects.		Corporate Management Team	Ongoing	

ACTION PLAN FOR ADDITIONAL SUGGESTIONS

Suggestions

What more can the council do to deliver on its ambitions around infrastructure development, regeneration and addressing deprivation?

Ref	Recommendation	Action to be taken	Evidence	Lead	Timescale	Status
9 (a)	<p>Align funding with social and economic <i>objectives</i></p> <p><i>Draw out the alignment of all current regeneration projects with the council's social objectives, such as reducing deprivation, addressing health inequalities, boosting the economy, and improving connectivity and make these explicit. Evaluate potential funding opportunities against these objectives to ensure they support the council's strategic goals.</i></p>	As described.		Assistant Director – Strategy Growth and Development / Assistant Director – Community Wellbeing and Leadership	Q4 24/25	
9 (b)	<p>Measure impact of regeneration projects</p> <p><i>Develop a set of key performance indicators (KPIs) aligned to social objectives around job creation, housing availability, health and environment to measure success; and then measure the impact of regeneration projects against these KPIs to see how they are contributing to corporate priorities and social challenges across the district.</i></p>	Delivery as per recommendation 1.		Director of Economic Development / Assistant Director – Community Wellbeing and Leadership	Q4 24/25	

Suggestions

What more can the council do to deliver on its ambitions around infrastructure development, regeneration and addressing deprivation?

Ref	Recommendation	Detail to be taken	Evidence	Lead	Timescale	Status
9 (c)	<p>Engage in Greater Lincolnshire and county-wide strategic conversations</p> <p><i>Actively participate in sub-regional and county-wide discussions to champion the district and ensure alignment of the district's needs with broader sub-regional and county-wide goals around job creation, environmental sustainability, health inequalities, etc.</i></p>	As described.		Director of Economic Development / Assistant Director – Wellbeing and Community Leadership	Ongoing	
9 (d)	<p>Work with partners</p> <p><i>Draw out their linkages between what local statutory partners, the business community and the voluntary and community sector are delivering to measure impact against the council's strategic and social objectives and use the capacity of these partners to help address social deprivation.</i></p>	As described.		Director of Economic Development / Assistant Director – Wellbeing and Community Leadership	Ongoing	

Suggestions

How are the more flexible ways of working across the council being viewed by staff and other stakeholders and whether this is improving the council's visibility across the district?

Ref	Recommendation	Action to be taken	Evidence	Lead	Timescale	Status
10 (a)	<p>Establishing clear query management systems</p> <p><i>These should be streamlined system for managing public and Member queries, ensuring that all enquiries are tracked, assigned, and responded to within set timeframes. This will reduce frustration among stakeholders and ensure that queries are directed to the appropriate person promptly.</i></p>	Review of Member Liaison service.		Assistant Director – Governance	Q4 24/25	
		Process for managing customer enquiries to be considered via the Customer Experience Board and in the context of the Customer Experience Strategy.		Assistant Director – Wellbeing and Community Leadership	Q2 25/26	
10 (b)	<p>Mapping out and communicating the customer/business journeys</p> <p><i>This will help everybody to understand how council information, services, and support can be accessed. This should include all touchpoints to provide clear guidance on how residents and businesses can interact with the council and how and when they will receive a response. It will improve the council's visibility as well as user experience and satisfaction.</i></p>	Map customers/business journeys to identify improvements and add clarity.		Assistant Directors (via their services)	Q4 25/26	
		<p>When reviewing website content, ensure this is built into that content so there is clarity for those accessing services.</p> <p><i>The Digital Content Advisor once in post will support this.</i></p>		Assistant Director - Corporate	Ongoing	

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10 (c)	<p>Promoting agile and flexible working benefits</p> <p><i>Highlighting the benefits of flexible working arrangements to staff and stakeholders such as improved responsiveness and the ability to address issues more efficiently will increase awareness and appreciation of the council's efforts to balance flexibility with effective service delivery.</i></p>	As described.		Corporate Management Team / Service Managers	Ongoing	
10 (d)	<p>Increasing physical presence</p> <p><i>Consider setting up more face-to-face interaction points, such as pop-up information desks or scheduled community drop-in sessions at various locations across the district. This will help maintain a physical presence in the community, making it easier for residents to engage with the council in person.</i></p>	Continue to develop the Community Hub network taking into account the rurality challenges and digital access challenges within the community.		Assistant Director – Wellbeing and Community Leadership	Ongoing	

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10 (e)	<p>Utilising digital tools and platforms</p> <p><i>These can facilitate interactions between the council and residents. This could include online chat support and enhanced and simplified website functionalities. Digital solutions can bridge the gap created by flexible working practices, ensuring that residents have multiple avenues to reach the council.</i></p>	Continue to deploy Assisted Self Service and other digital solutions.	Web Chat now live.	Assistant Director – Corporate	Ongoing	
		Deliver key projects identified in PSPS Service Modernisation Plan that seek to improve digital access to services.	Post focused on this within PSPS Service Modernisation Plan awaiting approval.	Assistant Director – Corporate	Different timescales for each projects and each subject to business case.	
		In the context of the Digital Strategy, continue to work with ICT/Digital to bring forward technological solutions that improve online access to services.		Assistant Directors	Ongoing	
		Review all online website content.	Post focused on this within PSPS Service Modernisation Plan.	Assistant Director – Corporate	Ongoing	
10 (f)	<p>Collecting regular feedback</p> <p><i>Carry out regular surveys and collate feedback to gather input from residents and stakeholders on the effectiveness of communication and service delivery. This will help the council to continuously improve its engagement and visibility.</i></p>	Residents Survey to be undertaken		Group Manager – Insights and Transformation	Q4 24/25	
		Consider where services would benefit from regular customer feedback and establish processes.		Assistant Directors	Q1 25/26	