

LGA PEER REVIEW ACTION PLAN

| What | How | When | MT lead | Resource |
|--|---|---|----------------|---|
| CONTEXT + PRIORITIES | | | | |
| Develop options to manage demand in public realm services | Use local intelligence / knowledge and results of consultation exercise to establish priorities and then develop a range of options | In parallel with development of 16/17 budget | MD | Within existing |
| Complete Local Plan | To progress towards the formal adoption of a new Local Plan in accord with the latest project plan (Local Development Scheme) and with consensus over annualised housing targets and proposed land allocations. | Public consultation on draft proposals by Winter 2015. Note new default deadlines to be set by Parliament in Autumn 2015. | ASD | Within existing budgets and enlisting support of the Planning Advisory Service. |
| Continue to focus on development of Lancaster Visitor economy through linking Retail /Arts /Heritage | To prepare a new Masterplan for Lancaster City Centre identifying development and economic opportunities and weaving them with existing investments. To focus potential into a joined up suite of funding bids to the Heritage Lottery Fund to assist in the delivery of that Plan. | In parallel with and informing the production of the Local Plan. Draft proposals by April 2016 | ASD | Within existing budgets and in partnership with the County Council, Lancaster BID, Chamber of Commerce, Lancaster University, MBHT, Marketing Lancashire and Heritage Lottery Fund. |
| Continue to focus on the visitor economy as a means of leveraging economic development | By continuing to identify the visitor economy as a key economic development function and driver of the local economy. By examining new potential from Coastal Communities | Council to review ability to deliver support for visitor economy in 2016/17 budget setting process. | ASD | City Council in partnership with Marketing Lancashire, Morecambe Bay |

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| | and other funding streams to develop the quality of the district's offer aligned to the two new destination brands. | | | Partnership and a wide range of stakeholder groups. |
| Consider how best to provide Senior Elected Members with meaningful performance reporting | Ongoing review of performance framework and development of Corvus is being undertaken by the HR&OD Manager. The revised performance management framework, approved by Management Team and reported to Cabinet in September, will be developed into a plan to implement changes in performance management arrangements. | Arrangements to be in place by April 2016 | ST | |
| Conduct Service Review of Planning / Regeneration | By taking the existing Peer Review work undertaken by Planning Advisory Service and addressing its findings through an early review of capacity and skills in the regeneration and Planning Service. | By April 2016 as part of council budget setting process for 2016/17 | ASD | Service Management Team with support from Resources and Governance |
| Consider how best to influence educators to develop the skills that will be needed in this District in the future | By using the evidence base available through planning and economic policies to challenge education providers to enable private sector careers advice to be made available in schools. To ensure that the further and higher education sector tailors provision more closely to the economic need of the region and the north. | To feed into Lancaster Vision's preparations for major skills conference in April 2016 | ASD | Within existing budgets and in partnership with the County Council, Chamber and Lancaster Vision. |
| Clearly establish priorities for the new administration | Through Cabinet to Council | By March 2016 | MC | OD and MT |

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| Continue to build relationship with County Council and neighbouring Councils (e.g Preston) | Continuous, but also to consider Shared Services with Preston | By March 2016 | MC | May need external resources |
| POLITICAL + MANAGERIAL LEADERSHIP | | | | |
| Continue to contribute positively to the CA debate | Through Leaders and Chief Executives meeting and Full Council | December 2015 | MC | Regen Officer time – potential future implications, not yet quantifiable. |
| MT to review their skills / capacity requirements for delivery of organisational change and establish a clear plan of action | MT to work with HR&OD Manager to establish what new skills and competencies are required by senior managers, and at what level, to deliver on revised council priorities and different delivery methods | As soon as possible, subject to any significant senior management restructuring being considered after appointment of new CE | ST/MC | |
| Consider how Council partnerships can be best managed to get the most out of them | As part of council Community Leadership Priority. Consider which partnerships can help deliver objectives alongside the council. | Corporate Plan 2016/17 | All | Within existing resources |
| GOVERNANCE + DECISION MAKING | | | | |
| Consider what level of delegation is most appropriate for Cabinet Members | Does Leader/Cabinet want further delegation? Review definition of key decisions – look at criteria for level of decision taking into account risk | | ST | |
| Agree what a proportionate approach to the management of risk looks like for the organisation | Through Leaders' Briefings and Audit Committee – review of Strategy? | Outline March 2016 (Budget). Strategy to be updated after then | NM | MT/Internal Audit |
| Consider how to make best use of O+S | To be considered by MT (bearing in mind the resources that would be required to support O&S). Any | March 2016 | ST/MC | |

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| | suggestions for input from O&S would need to be considered by O&S as part of its discussions on its work programme | | | |
| FINANCIAL VIABILITY | | | | |
| Agree the Council's approach to digitalisation | Workshops, development of draft strategy, joint working using partners (e.g university), officer working group and consideration by Members during the Budget | Outline by March 2016 (through the budget and planning process) | NM | Limited cross-service resource, though budget exists to make some progress. Expect would need some upfront redirection in addition, however. |
| Model the likely future financial scenarios the Council could face | Usual financial planning processes – drawing on Government announcements and other commentaries, etc | First modelling already completed – reported to September's Cabinet. Need to keep under review. | NM | Covered through Financial Services |
| Establish how best to approach commissioning | Include potential for commissioning in service reviews and budget options. Also, consideration being given to clarifying / expanding the existing procurement strategy to address commissioning explicitly. | September to December During 2016/17 | MC | |
| Develop options for the Council's building assets | In progress – need to establish clear proposals and timescales though (then project plan) | Outline by March 2016 (through budget and planning process) | NM | Will need extra input from various services and will require extra upfront investment |

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| | | | | to secure ongoing savings. |
| ORGANISATIONAL CAPACITY | | | | |
| Develop a refreshed approach to service reviews | MT to work with HR&OD Manager to develop approach | After decision on council priorities and when it is known what service reviews are required | ST | |
| Establish the council's appetite for transformation e.g in income generation terms, alternative models of delivery (e.g trusts). | Establish Lancaster City Council definition of transformation. Initially through MT | Decision making on proposals by Cabinet as part of budget setting winter 2015. Council decision March 2016 | All | Depends on definition, may require skills and external support potentially? |
| Establish a mechanism for staff to feed ideas about service delivery, budget savings or income generation to managers and MT | Existing Budget Options Work Programme | September to December 2015 | MC | |