

## APPENDIX: LGA PEER REVIEW ACTION PLAN UPDATE FEBRUARY 2017

What	How	When (Dec 15)	Lead	Resource	Update Feb 2017
<b>CONTEXT + PRIORITIES</b>					
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	<p>Public Realm is currently looking at a number of different delivery models to help cope with demand and changes in managing open spaces. With the emphasis on ensuring that despite cuts in funding our open spaces are still managed, maintained and improved so that they can be enjoyed by our residents and visitors. To help with this the Council encourages and supports the formation of friends of groups, looks at ways of generating additional income from open space and works with partners like the County Council, Parish Councils, Probation Service and Police to improve the appearance of the District. This means despite less funding standards are being maintained. In 2017/18 we intend to gain green flags for all the major parks in the District and support entries for the in bloom competition. Changes in delivery of street cleansing are also being looked at, and this will deliver a more efficient way of working whilst offering a financial saving.</p> <p>Benchmarking with other local authorities is happening regularly and are currently investigating the use of the APSE Land Audit Management System to see if this would benefit us.</p>

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Complete Local Plan	To progress towards the formal adoption of a new Local Plan in accord with the latest project plan (Local Development Scheme) Council consensus now obtained on Objectively Assessed Need. Option evaluation with technical appraisals now being undertaken.	Plan submitted for examination by Winter 2016.	ASD	Within existing budgets.	Plan submitted for examination by Summer 2018.  Draft Plan agreed at Council December 2016.
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.	Masterplan commissioned in September 2016 and being undertaken.  In parallel with and informing the production of the Local Plan. Draft proposals by April 2017.  Museum Review being undertaken.
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 and other funding streams to develop the quality of the district's offer aligned to the two new destination brands.	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 Partnership and a wide range of stakeholder groups.	Budget proposals for 2017/18 to introduce reserve for economic development activity. Visitor economy and attracting new workers to become a priority in economic vision to be developed in 2017. Recent success in Coastal Communities bid opens up opportunities to bring funding into the area.
Consider how best to provide Senior Elected Members with meaningful performance reporting	Ongoing review of performance framework and development of Corvu is being undertaken by the HR&OD Manager. The revised performance management framework, approved by Management Team and reported to Cabinet in September and	Arrangements to be in place by April 2016	MC		Organisational performance framework being formulated, due to be reported to Budget & Performance Panel.  Engagement taking place with Management Team, managers and team leaders on the Performance Indicators and narrative.

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	presented to the Budget and Performance Panel, will be developed into a plan to implement changes in performance management arrangements.				Additionally drawing together an Economic Development Strategy will be a key action in 2017.
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	Undertaken and additional resources put in place and under continuous review as workload increases, resulting in significant improvements in the performance of the Planning function.
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.	Budget proposals for 2017/18 to introduce reserve for economic development activity. Skills agenda and influence on education sector likely to become a priority in economic vision and strategy to be developed in 2017
Clearly establish priorities for the new administration	Through Cabinet to Council as part of the Corporate Plan process	By March 2016	MC	OD and MT	Developing new Corporate Plan approach and timetable during 2017 to inform future budget priorities and decisions.
Continue to build relationship with County Council and neighbouring Councils (eg Preston)	Continuous, but also to consider Shared Services with Preston	By March 2016	MC	May need external resources	Relationships across Lancashire Councils developing through Combined Authority discussions. Imminent and recent meetings with South Lakeland; Preston; Chorley and Wyre.  Also looking at Shared Services where appropriate, e.g. with Preston.

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<b>POLITICAL + MANAGERIAL LEADERSHIP</b>					
Continue to contribute positively to the Combined Authority debate	Through Leaders and Chief Executives meeting and Full Council	December 2015	MC	Officer time – potential implications, not yet quantifiable	Officers attending CA working groups e.g. Housing theme, Economic theme as well as Leader and Chief Executive attending Shadow Combined Authority.
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.	CEx		Cabinet report Feb 2017 detailed capacity requirements at senior management level. Review alongside Corporate Plan.  Further work will continue during 2017 to review skills requirements for current and future needs.
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	Ongoing partnership development and enhancement across sectors with local partners; for example partnership working with Universities; Police; Fire; Chamber BIDs; voluntary sector. Continually looking for new opportunities.
<b>GOVERNANCE + DECISION MAKING</b>					
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		CEx		Scheme of delegation to be reviewed on appointment of Chief Officer: Legal and Governance.
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	Responsibilities to be reviewed and linked with recruitment to Chief Officer (Legal and Governance) role. Future risk appetite to be informed by strategic planning and review exercise. Discussions on assurance framework and risk management approach during February 2017 at Management Team.

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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 suggestions for input from O&S would need to be considered by O&S as part of its discussions on its work programme	March 2016  (O&S have now included in their work plan)	MC		Changes to O&S proposed through Council Business Committee, and to be discussed at Council.
<b>FINANCIAL VIABILITY</b>					
Agree the Council's approach to digitalisation	Workshops, development of draft strategy, joint working using partners (eg 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.	Approach/strategy development underway, with external facilitation. To feed into next year's strategic review / budget timetable. Opportunities for expanding joint working with partners, especially University, being explored (strong relationship with University on digital and other matters).
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. Updated after the financial settlement.	NM	Covered through Financial Services	Ongoing piece of work, reflected in budget and financial planning. Note that more information is needed on Government's finance reform plans for 2020 onwards before medium to longer term modelling can become more meaningful. Any developments will feed into 2018/19 budget process.
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	CEx		Corporate work not progressed due to other work demands – to be picked up in 2017/18 (extra capacity/resources being put in place through the budget).  Specific functional commissioning now being progressed, e.g. VCFS arrangements, through an informal task group (led by Chief Officers (Environment) and (Health and Housing)) and for discussion at Overview & Scrutiny.

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					As part of work with other local Councils and the planned Commercialisation Strategy, we will look at options on appropriate mixed economy of service delivery.
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 to secure ongoing savings.	As reported during recent Member briefing and budget process – delayed, but extra resources/capacity being put in place so that progress can be achieved during 2017/18.
<b>ORGANISATIONAL CAPACITY</b>					
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	MC		Plan for renewed Corporate Plan in 2017. Service reviews and the agreed approach to service reviews will be developed alongside this. There has already been a refreshed approach utilised for Regen & Planning (autumn 2015), Repairs & Maintenance (ongoing)
Establish the council's appetite for transformation eg in income generation terms, alternative models of delivery (eg 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?	A Commercialisation Strategy will be developed during 2017/18 which will encompass proposed options and models.  Officers have also attended commercialisation training during Autumn 2016.  Other actions such as digital developments will also form part of the Council's transformation agenda.
Establish a mechanism for staff to feed ideas about service delivery, budget savings or	Existing Budget Options Work Programme	September to December 2015	MC		Ideas and Income Generation officer group established on a trial basis; regular meetings with senior and middle managers to enable dialogue.

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income generation to managers and MT					Designing a mechanism for staff to feed ideas about service delivery improvements and savings.