

LGA CORPORATE PEER CHALLENGE IMPROVEMENT PLAN

Ref	Action	Timescale	Lead
1	Establish a strong and effective strategic officer leadership team with a collective vision and shared strategic responsibilities, such as financial management.	May-17	CX
1.1	A fully functioning senior management team could help the Chief Executive delegate some responsibilities.	07 December 2016	CX, DCX, S151, Monitoring Officer
1.2	The Chief Executive spends a significant amount of time dealing with Member issues, but this should be more the role of the Monitoring Officer. The Chief Executive and Deputy Chief Executive need to be able to share corporate responsibilities with senior managers, and collectively to set the direction for the organisation, in particular financial management of the Council.	01 May 2017	CX, DCX, S151, Monitoring Officer
2	Review the expertise and capacity and resilience of the organisation	Sep-17	CX
2.1	Income generated by Planning is to be used to increase capacity in the Planning Department. - linked to the housing white paper	01 August 2017	Head of Planning
2.2	Develop a clear strategic direction for future models of working in partnership.	30 September 2017	CX & Leadership Team
2.3	Undertake strategic review of waste management and streetscene services. Aim to drive up income, reduce costs and build in resilience.	30 September 2017	DCX & Delivery & Frontline Services Lead
2.4	Develop key skills across teams to mitigate the risk for the future of too much expertise being concentrated in a small number of individuals.	30 September 2017	DCX
2.5	Identify intense specialist support in the short term for: - the Monitoring Officer role - Communications	03 April 2017 01 May 2017	CX
3	Review governance arrangements in order to prepare future political Leaders and ensure succession planning. Consider investing in external support to develop Member capacity through learning and development and consider how politicians are involved in priority setting.	Sep-17	CX, Leader
3.1	Ensure that there are clear succession planning options for Members and staff	30 September 2017	CX, Leader
3.2	If the current constitution is not supporting good decision-making processes, the council should consider revising it.	30 September 2017	Constitution WP
3.3	Distributing councillor responsibility more widely to enable the Leader to delegate.	30 September 2017	Leader
3.4	Explore how responsibilities could be shared more widely, for example identifying which Members could take the lead on certain issues, and appointing a deputy leader	30 September 2017	Council
3.5	Members have mixed views on the effectiveness of the 'Champion' system and the champion positions do not correspond with Council priorities.	30 September 2017	Member Champions

3.6	Formal leadership training or mentoring should be considered for elected Members in order to improve decision-making and strategic leadership.	30 September 2017	Member Development WP
3.7	A succession plan needs to be put in place to nurture the leaders of the future and further the skills of those in leadership positions.	30 September 2017	Member Development WP
4	Establish and demonstrate a collective commitment to shared values and behaviours, developed, agreed and demonstrated by all Members and officers.	Ongoing	Leader of Council & CX
4.1	Work with Members to agree that the behaviours framework is shared, reaffirming the principles for Member conduct as incorporated into the Constitution of the Council - Member Briefing 5 April 2017 to agree improvement plan. To be attended by representative of the LGA -Members to agree to work as 'One Ryedale'	06 April 2017	Leader of Council
4.2	Members to agree and commit to an agreed set of values, behaviours and ways of working.		Council
4.3	Members to respect and use the clear majority and mandate of the ruling group.	06 April 2017	Group Leaders
4.4	Clear, firm and consistent chairing of Council meetings to ensure that meetings are not excessively long. - linked to review of timing and scheduling of meetings - linked to review of the Constitution	30 September 2017	Chairman of Council Chair of O and S Constitution WP
4.5	Clear, firm and consistent chairing of Council meetings to ensure that personal attacks are not tolerated at meetings of Council. This responsibility is shared by all Members of Council.	06 April 2017 & ongoing	All Members
4.6	Under the One Ryedale banner take collective ownership of values, behaviours and strategic priorities at senior political and managerial level to drive improvements	06 April 2017	Group Leaders, CX & DCX
5	Develop and Deliver Strategic plans jointly with Members and staff	Sep-2017 & ongoing	CX
5.1	Set a firm strategic direction with clear lines of accountability and responsibility across the organisation	06 April 2017 & ongoing	CX
5.2	Work with Members to increase their understanding of the current constraints in the local government sector.	30 September 2017	CX
5.3	Develop a good understanding of the level of business rates and how their service drives growth for the district and the council in order to maximise delivery.	30 September 2017	JWR
6	Improve communication across the organisation.	Sep-17	DCX
6.1	Internal communication needs to be significantly improved for staff and Members.	06 April 2017	DCX
6.2	Consider holding parish liaison meetings more than twice a year.	30 September 2017	Customer Service Lead
6.3	Increase opportunities for engagement of staff with Members.	06 April 2017	CX

6.4	Improve information sharing at an early stage in decision-making, with clear boundaries and transparency	06 April 2017	CX, Group Leaders
7	Seek formal feedback regularly from staff and customers.	Ongoing	
7.1	Seek formal feedback regularly from staff and customers.	30 September 2017	Service Leads
8	Consider opportunities for using financial reserves to support the delivery of your priorities after conducting an appropriate financial risk analysis.	Sep-17	S151, P and R
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9	Develop a strategic commercial income generation plan, including use of assets.	Sep-17	Resources & Enabling Lead, Frontline Services Lead
9.1	There are excellent ideas from officers on using assets for income generation, but in order to realise this income this work needs to be translated into a delivery plan with clear lines of accountability and robust performance management.	30 September 2017	Resources & Enabling Lead, Frontline Services Lead
10	Develop and embed a robust performance management culture as part of the One Ryedale approach.	Apr-17	DCX
10.1	Further clarity is needed on economic and infrastructure targets.	06 April 2017	External Partnerships Lead
10.2	To build a robust approach to performance management as part of the new structure.	06 April 2017	Leadership Team
10.3	Develop a consistent performance management process to ensure the 'golden thread' is clear.	06 April 2017	Leadership Team