

TENDRING DISTRICT COUNCIL PEER REVIEW

A.4 Appendix A

ACTION PLAN

K = Key Recommendation

M = Misc other recommendations

Ref	Recommendation	Action	By whom	By when	Update – November 2018
K1	Improve how you tell the story of your ambition, plans, successes and positive impact across the whole District. <ul style="list-style-type: none"> Improve public awareness of impacts across the District. 	<p>Establish TDC Corporate Facebook page.</p> <p>Westminster promotion event – hosted by MPS to showcase Tendring4growth</p> <p>Develop proactive Communications Plans in relation to agreed priorities (and as part of new project approvals).</p> <p>Develop an Annual Communications Plan to draw in all aspects of council activities</p>	<p>ID lead WL</p> <p>EG</p> <p>WL</p> <p>WL</p>	<p>October 18</p> <p>Sept 2018</p> <p>Ongoing</p> <p>January 2019</p>	<p>Completed – live since August 2018</p> <p>Event to be held in October Preparations on schedule</p> <p>Completed</p> <p>New Action</p>
K2	Devise a TDC approach to Project Management, project delivery and performance reporting – strengthen governance. <ul style="list-style-type: none"> Be clear from outset of projects re desired outputs / outcomes. Establish a clear decision making process re priorities / projects and ensure it is understood by members, staff, partners. 	TDC Project Management approach <p>Proposed “fit for purpose” approach to be worked up and presented to MT by end July 2018. (To include formation of a Project Board).</p> <p>Formal decision by Cabinet in September 18</p>	<p>MBK lead</p>	<p>Cabinet Sept 18</p>	<p>It is now anticipated that a report will come forward to Cabinet in January 2019</p>

	<ul style="list-style-type: none"> Develop a TDC approach to Project Governance – eg business cases, PID, risk, dependencies, budget, tolerances, milestones, performance management. Set out clear “golden thread” to members / staff / partners linking Corporate Plan, annual priorities, budgets, performance monitoring. Quarterly Performance report should cover all Cabinet priorities and projects. Strengthen role of Members on Performance Management - ensure new O+S arrangements add value and align strongly with key priorities and projects. Review corporate risk register annually in light of the new annual priorities and identify actions to mitigate risks. 	<p>Performance Reporting Cabinet priorities / projects to be formally reported to Cabinet.</p>		Completed	
		<p>All Cabinet priorities to be incorporated into the Performance Monitoring report</p>		Completed	
		<p>Member role in Performance Management Performance reporting split so each new Committee reviews performance relevant to its terms of reference to enable focus.</p>		Completed	
		<p>Quarterly performance report to each O+S will cover Cabinet priorities and allow scrutiny of them.</p>		Quarterly	Reports are presented on a quarterly basis to each of the two Overview and Scrutiny Committees
		<p>Briefing to be provided to each of the new Committees re their Performance Management role. (MBK)</p>		May/June 18	Completed
		<p>Corporate Risk Register review</p> <ul style="list-style-type: none"> Re-assess and re-confirm TDC appetite for risk and review Corporate Risks accordingly. Revise risk approach to clearly differentiate between Corporate risks, Risks to delivery of individual projects / priorities and Financial 		May / June 18	The risk framework currently in place needs reviewing. A revised developing strategy is underway with discussions programmed with Management Team in November. Regular risks

		<p>Risks.</p> <ul style="list-style-type: none"> Agree the most appropriate reporting mechanism for each of the differentiated risks identified from the above exercise. 			updates are provided to the Audit Committee
K3	<p>Bring the 4 elements of Transformation work together into a single Programme.</p> <ul style="list-style-type: none"> Single Board for overall programme. Deliver swiftly Ensure good staff communication Clear monitoring and reporting to Members. Equality impact assessments to be completed for all of the Transformation plans. Likely need for additional resources to deliver the programme. 	<p>Transformation Board Establish single Transformation Board. All four workstreams</p> <ul style="list-style-type: none"> Office accommodation Digitisation Customer Service / channel Shift People <p>Include Portfolio Holder. Chaired by MBK.</p> <p>Additional Resources Full time fixed term agency Building Surveyor engaged. Additional capacity for Operational Services to give in house capacity to deliver – to be identified and resourced.</p> <p>Speed of project delivery / Programme Programme to be finalised and communicated to staff and members.</p> <p>Monitoring and reporting to Members Via Transformation Board meetings to Portfolio Holder Quarterly to Cabinet and O+S</p> <p>Equality Impact assessments Methodology to be developed. Included as</p>	MBK lead	<p>Began April 18 and to meet monthly.</p> <p>May 18</p> <p>May 18</p> <p>From May 18</p> <p>October 18</p>	<p>Completed – regular meetings are now established</p> <p>2 additional staff dedicated to project management work have now been appointed</p> <p>Completed – briefings to all staff held and regular newsletters sent</p> <p>Ongoing – Exception reporting to Cabinet and Committees</p> <p>The project team aim to complete this action by</p>

		an action in the Performance Monitoring report.			January 2019
K4	<p>Review how you deal with underspends, savings, risk and phasing of the Capital Programme.</p> <ul style="list-style-type: none"> Review the balance between holding reserves and managing risks Review current and past underspends and build more into base budgets Incorporate risk assessed assumptions re increased income in future years in 	<ul style="list-style-type: none"> The 2019/20 Forecast (and beyond) to be revised and include an assessment of: <ul style="list-style-type: none"> i) Risk assessment of potential favourable items such as planning income and other potential savings to identify amounts to be built into the budget. This is especially important to offset potential reductions in services that may be required to meet the long term savings target or alternatively be used for invest to save activities. ii) Historic underspends to be reviewed to identify budgets that can be removed – initial target of £100k suggested. iii) Each line of the long term forecast to be risk scored to focus management action 	MBK / RB lead	<p>By July 2018</p> <p>By June 2018</p> <p>By Aug 2018</p>	<p>An updated forecast will be presented to Cabinet in November 2018</p> <p>A review of underspends carried forward from last year is included in the financial year update report to Cabinet in November with a wider review to be included in report on the estimates for 2019/20 to considered by Cabinet in December 2018.</p> <p>Completed</p>

	<p>the forecast.</p> <ul style="list-style-type: none"> • Strengthen approach to financial risk management. • Develop more detail re how savings / new income will be achieved projected into the forecast. • Profile Capital budgeting projected into the forecast. 	<p>on key deliverables and be included in a more detailed financial performance report to MT and Members alongside the current Budget Monitoring Report.</p> <p>iv) Financial Risks to be included in future Spending / Investment Project Appraisal Template</p> <p>v) Services to be requested to review all Capital Projects and identify likely spending profile to be included in the first quarter's CBM for 2018/19</p> <ul style="list-style-type: none"> • Consideration to be given to identifying / maintaining an on-going Capital Projects Plan to be populated with projects that have been through a corporate project appraisal approach which will also have the secondary benefit of supporting the implementation of the Community Infrastructure Levy. • Capital Investment plans for major projects (eg Jaywick Sands, Garden Communities) to be developed. 		<p>By Aug 2018</p> <p>October 2018</p> <p>October 2018</p>	<p>Completed - project investment appraisals developed</p> <p>Completed</p> <p>This project is aimed to be completed for the end of the Financial Year 2018-19</p> <p>Ongoing – plans will be formulated as projects develop.</p>
K5	Add Housing to the existing key strands of joined up working / Community Leadership.	Housing Strategy / Community leadership	PP lead		An Officer in post since August is now able to focus on delivery of both Housing

	<p>Housing Strategy to reflect work with partners and private sector and contribution to growth and regeneration.</p> <ul style="list-style-type: none"> • Speed up development of Housing Strategy which should include: • District development programme and timetable – for own stock and enabling private sector building • Plan for engagement with private landlords • Enforcement of housing regulations against rogue landlords • Extending the scope of mandatory licensing of HMOs. • Then develop a partnership to deliver the strategy to include registered providers, private sector landlords and developers. 	<p>Recruit an additional post to focus on Strategic Housing across Housing and Planning Services. To</p> <ul style="list-style-type: none"> • Develop / align housing and planning policy for public and private housing • Establish links with PRP's • Develop community leadership dimension of housing 		June 18	<p>strategy and running in parallel, a Homelessness strategy, There is a new requirement by law to have in place a homeless strategy. A housing strategy exists but needs reviewing and updating.</p> <p>There is a strong link between both strategies and therefore the best approach is to develop both simultaneously. Drafts are expected by late November with submission Cabinet in January 2019</p>
K6	<p>Be confident in your plans for Jaywick Sands. Build a shared commitment with community and other partners – prepare a strategic development plan.</p> <ul style="list-style-type: none"> • More formal approach 	<p>Jaywick Sands stakeholder event to develop next steps for development process (already programmed for CCT to lead on this). Identify a programme plan for decisions.</p> <p>Develop formal supplementary planning</p>	PP lead	<p>June 18</p> <p>October 18</p>	<p>Completed – however until Spatial Plans are developed (see below), stakeholders will need to be re-engaged on proposed plans.</p> <p>Housing Action Trust</p>

	<p>needed – write the plan down.</p> <ul style="list-style-type: none"> Develop a strategic development plan with partners and the community to set out ambitious outcomes. 	<p>guidance (Place Plan or SPD) to cover Jaywick Sands development.</p> <p>Join the Community Interest Company (CIC) to demonstrate commitment to community led initiatives</p> <p>Consider transport and connectivity challenges in the wider west Clacton context.</p>		June 18	<p>commissioned to produce Spatial Plans and consultation commenced in May 2019</p> <p>CIC delayed in its registration with Companies House. TDC will join following the inaugural meeting sat, anticipated to be November 2018</p> <p>There has been a set back with Hedingham Buses withdrawing from the plan. TDC is now in consultation with Aviva and others to develop options.</p>
M7	<p>Training for Members to clarify roles of Councillors and Officers – especially re Planning.</p> <ul style="list-style-type: none"> Include awareness training re Planning for non-planning members. 	<p>Training for Planning Committee members</p> <p>All Member Briefing</p>	EG lead (CB)	<p>June / July 18</p> <p>July 18</p>	<p>A programme of training is provided to councillors each year. Dates for these sessions are included in the Council's formally agreed schedule of meetings. The role of officers and members in planning are explored in 'Determining Planning Applications'. This particular topic was last run on 8th February 2018 and will be updated and re-run following the local elections next year. All Member Briefings also provide members with a</p>

					level of awareness of key planning issues.
M8	<p>Internal Communications opportunities to improve:</p> <ul style="list-style-type: none"> • More corporate information to staff • Tell story re outcomes / delivery • Staff keen to learn more about other parts of the Council / interact more across departments. • Improvements to PING! (intranet) 	<p>The Memo (staff bulletin) to be produced more frequently – every 2 months. To include each issue</p> <ul style="list-style-type: none"> - Focus on a specific service (to inform/engage staff) - Progress on delivery of one of the Corporate priority outcomes <p>Operation and effectiveness of PING to be reviewed and proposals to increase use by / value to staff to be submitted to Management Team.</p> <p>Responsibility for Internal Comms and relevant staff resources to be brought together under a single Head of Service.</p>	MBK / WL lead	<p>From April 2018</p> <p>By Sept 18</p> <p>June 18</p>	<p>Completed</p> <p>Will look to review this by November 18</p> <p>Completed - staff have moved to centralise under a single Head of Service.</p>
M9	<p>Capacity issues identified</p> <ul style="list-style-type: none"> • Strategic housing • Planning – day job vs strategic • Delivery of major projects 	<p>Reshape Planning and Regeneration to ensure capacity is in place to deliver services and strategic projects.</p> <p>Additional post of Executive Projects Officer to be established to support delivery of projects.</p> <p>See above re Strategic Housing / Planning post.</p>		Completed	Reshaping the planning and regeneration team has been commenced and, subject to the usual decisions and processes, should be fully implemented by March 2019.
M10	Review the SME Growth Fund and its links to delivery of the	Report to Cabinet on delivery performance to date and to propose re-focus and	EG lead	Completed	There will be a Cabinet Paper seeking more cash

	Economic Strategy.	streamlining of the scheme.			for the Fund. Funding awarded in April (£250K) has mostly been allocated against new applications.
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