

APPENDIX B

Corporate Peer Challenge – Improvement Plan

Formal Recommendations:

1. Refresh the Corporate Plan on an annual basis and ensure the wording and language is reflected in other corporate documents.
2. Review Council action plans to focus on a shorter number of key actions.
3. Better define and articulate the Programme for Growth and its governance processes.
4. Review and improve scrutiny arrangements to ensure that there is healthy and adequate challenge within the Council to help with improvements
5. Develop more effective mechanisms to provide wider and up to date insights into customer and residents' aspirations and needs.
6. Strengthen internal and external communication to ensure key messages are clearly communicated and successes celebrated.
7. Develop a more strategic approach to organisational and workforce development.

Ref.	Action	Lead	By when
Recommendation 1: Refresh the Corporate Plan annually and ensure wording and language is reflected in other corporate documents. Improved prioritisation will ensure we focus our attention on the most important areas and ensure there is read-through between what the vision is and what is being delivered and achieved.			
CPC1.1	Develop a priority-led, SMART 2018/19 Delivery Plan for the Corporate Plan 2015-20	S Robinson	April 2018
CPC1.2	Set robust outcome focussed targets aligned to the Delivery Plan and incorporate into quarterly Corporate Performance Monitoring.	S Robinson	June 2018
CPC1.3	Publish Annual Report 2017/18	S Robinson	July 2018
CPC1.4	Develop new Corporate Plan for 2020 and beyond	S Robinson	Sept 2019
Recommendation 2: Review Council action plans to focus on a shorter number of key actions. SMARTER action plans will ensure we deliver against our refined priorities and a provide a clearer steer to staff on what needs to be delivered, by when and by whom			
CPC2.1	Agree corporate suite of Action Plans	Leadership Team	March 2018
CPC2.2	Review and update agreed Action Plans to deliver revised priorities – and incorporate into performance monitoring	ALL	May 2018
Recommendation 3: Better define and articulate the Programme for Growth and its governance processes This will help provide clarity on what the priorities are and how their delivery will be managed – supporting delivery and future sustainability			
CPC3.1	Define and prioritise projects to be funded by P4G as part of the Corporate Delivery Plan and monitor through Corporate Performance arrangements.	Directors	April 2018

Ref.	Action	Lead	By when
Recommendation 4: Review and improve scrutiny arrangements.			
More effective Scrutiny arrangements will help ensure that there is healthy and adequate challenge within the Council to help with improvements			
CPC4.1	Review existing arrangements and report recommendations to Executive	G Marshall	April 2018
CPC4.2	Develop proposals for revised arrangements and implement	G Marshall	April 2018
Recommendation 5: Develop more effective mechanisms to provide better insight into customer and residents' aspirations and needs.			
Wider and more up to date insight will improve our understanding of the views of Selby residents and ensure that service developments and transformations are based on accurate information about needs and wants.			
CPC5.1	Update Customer Strategy	A Crossland	March 2018
CPC5.2	Develop the Council approach to making best use of business intelligence – including expanding the availability and effective use of robust customer insight - to support effective decision making.	A Crossland/ S Robinson	June 2018
Recommendation 6: Strengthen communication to ensure key messages are clearly communicated and successes celebrated.			
Stronger internal and external communication will ensure that all stakeholders are aligned to the agreed priorities, can easily understand their role in the delivery of these and that the 'Selby Brand' is well established.			
CPC6.1	Develop a Communications Plan for 2018/19 aligned to the priorities included in the 2018/19 Corporate Delivery Plan	S Robinson	May 2018
CPC6.2	Develop new approaches to recognising and celebrating success – and communicating this internally and externally.	S Robinson	March 2018
CPC6.3	Develop further communications tools – e.g. website, intranet, community messaging, social media etc – and mechanisms to ensure messages, ideas and views filter from top-down and bottom-top	S Robinson	June 2018
Recommendation 7: Develop a more strategic approach to organisational and workforce development.			
This will pull together how the Council will attract, retain, support, develop, recognise and reward employees to ensure we are resourced to deliver our priorities			
CPC7.1	Develop a strategic Organisational & Workforce Development Plan	S Robinson	June 2018

Additional Recommendations:

Ref.	Action	Lead	By when
Additional Recommendation: Economic growth and development that delivers improved outcomes for local people			
ADD1	Ensure the principles of inclusive growth are embedded in the Economic Growth Framework – focusing on the outcomes that will be achieved – and develop a SMART, focused Delivery Plan.	D Caulfield	April 2018
Additional Recommendation: Explore further options for ‘Better Together’ projects			
ADD2	Explore further options for ‘Better Together’ projects with NYCC; with other districts; and with NYCC and other districts together.	K Cadman/ Leadership Team	Sept 2018
Additional Recommendation: Review CEFs			
ADD3	Undertake a review of the role of CEFs to include more targeted engagement and decision making of local residents/groups and agree in advance of re-contracting.	A Crossland	July 2018
Additional Recommendation: Review Executive portfolios to ensure clarity of responsibilities			
ADD4	Review Executive portfolios in line with development of the Corporate Delivery Plan – ensuring each priority action has a lead portfolio holder - to ensure clarity of responsibilities	G Marshall	April 2018
Additional Recommendation: Review governance framework around officer decision making to empower officers to make appropriate decisions			
ADD5	Review governance framework around officer decision making to empower officers to make appropriate decisions	G Marshall	June 2018
Additional Recommendation: Explore opportunities to work with voluntary and community sector partners to improve and deliver services at the grassroots level.			
ADD6	Explore opportunities to work with voluntary and community sector partners to improve and deliver services at the grassroots level.	A Crossland	March 2019
Additional Recommendation: Accelerate the emerging digital and transformational agenda			
ADD7	Develop and implement the Roadmap for the Digital Strategy 2017-20	S Robinson	March 2020