

## Peer Challenge Improvement Plan – Appendix 2

Areas for Consideration	Actions	By Who/whom	By When
Removing silos and working as One Council	<ul style="list-style-type: none"> <li>• Executive to assess the merit of individual Portfolio Holders taking on sponsorship role for each of the Sustainable Community Strategy themes;</li> <li>• Proposals following Service interventions to receive peer challenge from other Service Heads;</li> <li>• Senior Management Team to review its meeting arrangements to ensure cross-cutting issues are regularly addressed.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive</li> <li>• Senior Management Team</li> <li>• Senior Management Team</li> </ul>	<ul style="list-style-type: none"> <li>• October 2012</li> <li>• To start October 2012 and ongoing</li> <li>• November 2012</li> </ul>

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Improving the effectiveness of Community Forums and understanding the needs of our communities	<ul style="list-style-type: none"> <li>Officers are working with Warwickshire County Council to mitigate any impact on Community Forum arrangements as a consequence of the County's staffing review. Work is ongoing with the Portfolio Holder to reduce the bureaucracy involved in supporting the Forums;</li> <li>Use of Mosaic citizen classification system to be more widely used with a training programme put in place for senior managers and training for Members to be offered as part of the Member Development Programme.</li> </ul>	<ul style="list-style-type: none"> <li>Councillor Mrs. Grainger/Susie Drummond</li> <li>Fiona Clark/Tracy Dolphin/Heads of Service</li> </ul>	<ul style="list-style-type: none"> <li>December 2012</li> <li>To start October 2012 and ongoing</li> </ul>
Ensuring Members receive a complete picture of service delivery performance	<ul style="list-style-type: none"> <li>Introduce new corporate measures and report to Members through Fit For the Future and Portfolio Holder Statement updates.</li> </ul>	<ul style="list-style-type: none"> <li>Karen Warren</li> </ul>	<ul style="list-style-type: none"> <li>To start November 2012 and then quarterly</li> </ul>

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Clarifying the roles of and relationships between Corporate Management Team and Senior Management Team	<ul style="list-style-type: none"> <li>Review of CMT/SMT arrangements to led be by Chief Executive</li> </ul>	<ul style="list-style-type: none"> <li>Chris Elliott</li> </ul>	<ul style="list-style-type: none"> <li>November 2012</li> </ul>
Delivering the cultural change strand of Fit For the Future and being clear about what the “new” culture looks like	<ul style="list-style-type: none"> <li>Chief Executive to initiate programme of awareness/engagement covering SMT, Senior Officers Meeting, Executive, Council;</li> <li>“New” Culture to be agreed and signed-off by SMT/Executive/Council.</li> </ul>	<ul style="list-style-type: none"> <li>Chief Executive</li> <li>SMT/Executive/Council</li> </ul>	<ul style="list-style-type: none"> <li>August 2012</li> <li>January 2013</li> </ul>
Improving communication to members of staff emphasising the Fit For the Future programme	<ul style="list-style-type: none"> <li>Create staff focus group;</li> <li>Regularly report findings to CMT and CMT to act on those findings</li> </ul>	<ul style="list-style-type: none"> <li>Ema Townsend</li> <li>Ema Townsend/CMT</li> </ul>	<ul style="list-style-type: none"> <li>September 2012</li> <li>To start September 2012 and ongoing</li> </ul>
Ensuring the development of a sound local plan	<ul style="list-style-type: none"> <li>Ensure that the plan is based on sound evidence with full engagement of Executive/Group Leaders/Party Groups</li> </ul>	<ul style="list-style-type: none"> <li>CMT/Executive/Group Leaders/Groups</li> </ul>	<ul style="list-style-type: none"> <li>Continue with Local Plan work</li> </ul>
Ensuring achievable savings are included in the Medium Term Financial Strategy	<ul style="list-style-type: none"> <li>Annual budget process to be robust with full involvement of Leader/Deputy/Portfolio Holder for Finance</li> </ul>	<ul style="list-style-type: none"> <li>CMT/Mike Snow/ Leader/Deputy/Portfolio Holder for Finance</li> </ul>	<ul style="list-style-type: none"> <li>To start September 2012 leading up to February 2013 – then for each subsequent year</li> </ul>

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KEY:

SMT = Senior Management Team

CMT = Corporate Management Team