

## HIGH LEVEL REACTION PLAN IN RELATION TO LGA PEER CHALLENGE FEEDBACK

<b>1.</b>	<b><u>Local Context &amp; Priority Setting</u></b>	
	<b>a)</b>	<b><u>Action:</u></b>
		Review and prioritise all major actions detailed in both the Sustainability Strategy and Corporate Change Programme.
		<b><u>Owner(s):</u></b>
		CMT for discussion and endorsement from Cabinet.
	<b>b)</b>	<b><u>Action:</u></b>
		Maintain focus and resourcing to ensure timely sign-off of Local Plan having regard to the need and significance of our neighbours "Duty to Co-operate".
		<b><u>Owner(s):</u></b>
		Director CPPs/Strategic Planning Team Support: CEO/Portfolio Member/Leader Director H&H/Director A&E
	<b>c)</b>	<b><u>Action:</u></b>
		Review "bottom up" connectivity between partners and TBC resources at locality level and their senior representatives at TSP Board level.
		<b><u>Owner(s):</u></b>
		Director CPPs/Community Development Team ( <b>External/Peer support may be necessary</b> ). Support from relevant partnership organisations/data & intelligence sources/Elected Members.
<b>2.</b>	<b><u>Financial Planning &amp; Viability</u></b>	
	<b>a)</b>	<b><u>Action:</u></b>
		Monitor income flows and encourage innovative income generation options.

	<b><u>Owner(s):</u></b>
	<i>All CMT members with income generation capability/Service Heads/All Staff.</i>
<b>b)</b>	<b><u>Action:</u></b>
	<i>Consider broadening the terms of reference for Service Reviews in order to capture the more transformational outcomes from the process.</i>
	<b><u>Owner(s):</u></b>
	<i>CEO/Director CPPs via work stream, Directors &amp; Heads of Service to lead on process and report progress via the CMT/CCB infrastructure and relevant member consultation.</i>
<b>c)</b>	<b><u>Action:</u></b>
	<i>Monitor progress of workstreams against strategy profile – manage any emerging risk of back loading.</i>
	<b><u>Owner(s):</u></b>
	<i>CEO/ED/DoF/Leadership</i>
<b>3.</b>	<b><u>Political &amp; Managerial Leadership</u></b>
<b>a)</b>	<b><u>Action:</u></b>
	<i>Reality check the political statement that there are “No Sacred Cows” as early as possible.</i>
	<b><u>Owner(s):</u></b>
	<i>CEO via the presentation of options and proposals relating to service cuts and/or efficiencies. Support from CMT/Endorsed by Cabinet.</i>
<b>b)</b>	<b><u>Action:</u></b>
	<i>Clearly define, articulate and then communicate the operating model that best describes the organisation going forward.</i>
	<b><u>Owner(s):</u></b>
	<i>CMT to draft the basis and rationale for a ‘preferred’ operating model. Cabinet &amp; Partners to be consulted and to buy-in to new</i>

		model.
	<b>c)</b>	<b><u>Action:</u></b>
		<i>Sustain and develop means of improving skills and in-house expertise relating to forthcoming challenges.</i>
		<b><u>Owner(s):</u></b>
		<i>CMT/Cabinet and key strategic partners (<b>Independent, peer and/or professional support may be necessary</b>).</i>
<b>4.</b>	<b><u>Governance &amp; Decision Making</u></b>	
	<i>* Focus almost entirely upon Member training; scrutiny and induction.</i>	
	<b>a)</b>	<b><u>Actions include:</u></b>
		<ul style="list-style-type: none"> <li>• <i>Introduction of formal, annual Member induction training.</i></li> </ul>
		<ul style="list-style-type: none"> <li>• <i>Consideration of adopting an approach whereby Members who have failed to attend training upon key decision making or regulatory matters cannot sit on the Committee until trained to do so. Examples include Planning; Licensing; Audit &amp; Governance.</i></li> </ul>
		<ul style="list-style-type: none"> <li>• <i>Consideration of a package of options designed to improve Scrutiny and other committees. e.g. Experience “Best Practice”; Focus Scrutiny or Policy and Performance; Inclusion of opposition as Vice Chairs; Extend period of chairs office. Others.</i></li> </ul>
		<b><u>Owner(s):</u></b>
		<i>Executive Management Team Supported by current Chairs/Democratic Services (<b>Independent peer/professional support may be necessary</b>).</i>
<b>5.</b>	<b><u>Organisational Capacity</u></b>	
	<i>*A number of ‘actions’ referred to elsewhere will, if achieved, have a positive impact upon our capacity to deliver. Others are set out below</i>	
	<b>a)</b>	<b><u>Action:</u></b>
		<i>Sustain and build upon existing strategic relationships eg.,</i>

		<i>Lichfield and Staffordshire.</i>
		<b><u>Owner(s):</u></b>
		<i>Executive Management Team/All involved in existing arrangements.</i>
	<b>b)</b>	<b><u>Action:</u></b>
		<i>Early management structure review to focus upon “spans of control”.</i>
		<b><i>Caution: Further work on service reviews and shared services required prior to formalising structures – Form Follows Function!</i></b>
	<b>c)</b>	<b><u>Action:</u></b>
		<i>Embed current methods of project and programme management across organisation and also key dependents.</i>
		<b><u>Owner(s):</u></b>
		<i>CMT/TSP Support of OD Manager (<b>Independent peer/professional support may be required</b>).</i>
		<b><u>Note:</u></b>
		<b><i>A more detailed consideration of the feedback relating to both Community Development and Commissioning will be undertaken with the support of strategic partners within and connected to the TSP.</i></b>

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