

PEER REVIEW 2023

Action plan

The peer review team made eight recommendations for the council to consider following their visit in November.

All of these recommendations are either programmes of work or projects that are either already underway or captured in an existing delivery plan.

RECOMMENDATION	PROGRESS (AS AT Q4 -22/23)	FURTHER ACTIONS	TIMESCALE (COMPLETED)	OFFICER
<p>VISION</p> <p>The council needs a compelling vision and narrative for the district post decoupling and the role the council will play in delivering it.</p>	<ul style="list-style-type: none"> Approved an Annual Delivery Programme. Agreed 10 Strategic priorities for 23/24. 	<ul style="list-style-type: none"> <input type="checkbox"/> Agree and deliver a project plan for producing a new Business Plan for 2024 onwards <input type="checkbox"/> Embed the Annual Delivery Programme across the council so there is a clear and visible golden thread from corporate vision to everyday service delivery <input type="checkbox"/> Refresh the performance and risk management frameworks and embed them throughout the organisation <input type="checkbox"/> Refresh the climate strategy and associated actions plans and continue to embed them across the organisation demonstrating a robust pathway to achieving its net zero ambition. <input type="checkbox"/> Review and update the existing EDI action plans for delivering the council's commitments set out in its Equalities Framework 'Including Everyone' 	<p>Q4 22/23 Q1 23/24</p> <p>Q4 22/23 Q1 23/24</p> <p>Q4 22/23</p> <p>Q1 23/24 – ongoing</p> <p>Q4 22/23</p>	<p>AD Customer Focus</p> <p>AD Customer Focus</p> <p>AD Customer Focus</p> <p>CD Communities / AD Environment</p> <p>AD Customer Focus</p>
<p>SAVINGS</p> <p>A whole council approach is required to meet the savings needed in the future. Identify what it will do less of in the future and how this will impact on the size of the organisations</p>	<ul style="list-style-type: none"> Council wide transformation and prioritisation approach in development. Budget identified to deliver agreed transformation and prioritisation work. Recruiting a Transformation Programme Manager. 	<ul style="list-style-type: none"> <input type="checkbox"/> Agree and deliver a Transformation programme that aligns with the MTFS <input type="checkbox"/> Agree the 2024/25 budget process 	<p>Q1 23/24 agree plan Q3 23/24 draft proposal to at least meet 24/25 savings requirement.</p> <p>Q4 22/23</p>	<p>AD Customer Focus & AD Finance</p> <p>AD Finance</p>

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<p>PRIORITISATION</p> <p>The council needs to prioritise initiatives, which will have a positive impact on the budget, including a review of its assets</p>	<ul style="list-style-type: none"> This work has already been identified as part of the above transformation and prioritisation work. 	<ul style="list-style-type: none"> <input type="checkbox"/> As per previous action 	<p>Q1 23/24 agree priorities</p>	<p>AD Customer Focus & AD Finance</p>
<p>RESOURCES</p> <p>The council will need to resource and embed sufficient corporate, strategic and performance management capacity to plan, deliver and oversee your substantial transformation journey at pace and provide strategic oversight</p>	<ul style="list-style-type: none"> Budget identified to deliver transformation programme. Recruiting a Transformation Programme Manager – internal opportunity. 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish the team, resources and governance arrangements needed to deliver the desired outcomes of the Transformation and Prioritisation Programme. <input type="checkbox"/> Develop a plan and programme of activities to support staff through the Transformation and Prioritisation Programme. <input type="checkbox"/> Review our member development and induction programmes and develop an action plan for any improvements identified. <input type="checkbox"/> Develop the O&S function and ensure its properly resourced. 	<p>Q4 22/23 – ongoing</p> <p>Q4 22/23 – ongoing</p> <p>Q4 22/23 – Q123/24</p> <p>Completed - dedicated scrutiny officer appointed / further developments ongoing</p>	<p>CEO, MO, AD Customer Focus AD Finance</p> <p>AD HR</p> <p>AD Legal</p> <p>AD Legal</p>
<p>REGENERATION</p> <p>The council has significant regeneration ambitions and recognises the need to invest in its property portfolio. The council now needs this ambition to deliver significant financial returns alongside social and economic objectives.</p>	<ul style="list-style-type: none"> Restructuring the Growth and Economy service to place a greater focus on place- shaping and regeneration. Appointed two Programme Managers to lead regeneration programmes for Banbury and Bicester. Set aside budget (subject to full Council) to deliver the Banbury renewal programme and to develop Bicester's Market Square. Secured £1.8m UK Shared Prosperity Funding and Rural England Prosperity Funding to improve community facilities, business support and skills. 	<ul style="list-style-type: none"> <input type="checkbox"/> Communicate the council's vision for Banbury and Bicester, Adopt a Place shaping Strategy for Banbury (non-statutory masterplan) and clarify role in securing future stages. <input type="checkbox"/> Undertake a strategic asset review as part of the transformation and prioritisation programme to recognise the potential of the council's property portfolio in meeting its regeneration ambition <input type="checkbox"/> Create a prospectus for investment in Cherwell <input type="checkbox"/> Ensure planning service can administer continued sustainable growth. 	<p>Q4 22/23 – ongoing</p> <p>Q2 23/24</p> <p>Q1 23/24</p> <p>Q4 22/23 – ongoing</p>	<p>AD Growth and Economy</p> <p>AD Property</p> <p>CD Communities / AD Growth and Economy</p> <p>AD Planning</p>

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<p>COMMUNICATIONS</p> <p>Communication will be vital for the next part of the council's journey. Develop a communications and engagement strategy that covers both internal and external communications.</p>	<ul style="list-style-type: none"> Key objective for the communications team. Currently out to recruit to the permanent Communications and Marketing role, which will lead this work. 	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and agree a council wide Communications and Marketing Strategy 	Q1 23/24	AD -Customer Focus
<p>PARTNERSHIPS</p> <p>Continue to partner appropriately, this is part of your DNA. Being visible and leading where possible, benefits will accrue to the council because of its leadership of partnerships.</p>	<ul style="list-style-type: none"> Led the establishment of the PRP, which has received Government backing and positive national press coverage. Currently reviewing our role and the objectives of our strategic partnerships as part of a review of our Local Strategic Partnership to ensure they deliver better outcomes for Cherwell. 	<ul style="list-style-type: none"> <input type="checkbox"/> Complete the review of the LSP and the council's strategic partnerships to ensure we continue to partner appropriately. <input type="checkbox"/> Agree an action plan for delivering any improvements 	Q1 23/24 Q1 23/24	AD Wellbeing AD Wellbeing
<p>INFRASTRUCTURE</p> <p>The council should leverage support from willing districts to align growth plans with Oxfordshire County Council and help secure infrastructure funding. Carefully consider how the council is perceived by Government, is Cherwell an attractive place to invest?</p>	<ul style="list-style-type: none"> The council is working closely with FOP / key partners on infrastructure delivery. The council is working with Homes England and Oxfordshire County Council to progress the Bicester Garden Town programme and the Banbury Vision 2050 regeneration work. The council is the interim lead and accountable body for the Oxford to Cambridge PRP. Therefore, it will continue to meet with government officials to access funding allocated and drive delivery as per the agreed work plan. 	<ul style="list-style-type: none"> <input type="checkbox"/> Establish a clear action plan for the next phase of the "infrastructure and place-shaping" relationship with Oxfordshire County Council <input type="checkbox"/> Reset critical officer and member relations with partners and the business community, including developers) and increase the visibility of other senior leaders across the organisation. 	Ongoing Ongoing	CEO/CD Communities CEO / Senior team

MONITORING ARRANGEMENTS

Each of the actions in this action plan will be added to the relevant section of the council's performance management framework, for reporting in the usual way.