

Appendix 8 - Peer review Action plan – Q1 2023

Recommendation	Actions	Timescale/Due date	Officer	Quarter 1 update	Comments
<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>	Agree and deliver a project plan for producing a new Business Plan for 2024 onwards	Q4 22/23 Q1 23/24	AD Customer Focus	Complete	The existing corporate priorities remain relevant in driving forward the Council's ambitions and delivering key services for residents. To reflect this and the number of major projects in train to deliver better outcomes for its communities, members took the decision to retain the current Business Plan and to test its relevancy again in 24/25. Work is however already underway to develop the 2024/5 Annual Delivery Plan.
	Embed the Annual Delivery Programme across the council so there is a clear and visible golden thread from corporate vision to everyday service delivery	Q4 22/23 Q1 23/24	AD Customer Focus	Complete	The Annual delivery plan priorities (ADP) are embedded in our performance management framework and we report our progress against these on a quarterly basis to Overview and Scrutiny and Executive Committees.
	Refresh the performance and risk management frameworks and embed them throughout the organisation	Q4 22/23	AD Customer Focus	In Progress	The Council's Risk Management Strategy went to Accounts, Audit and Risk Committee on 26 th July 2023. The report was noted, with no improvements or comments referred to Executive for consideration.
	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.	Q1 23/24 – ongoing	CD Communities/ AD for Environment	On-Going	<p>The Climate Action Management Plan is in draft and is aiming to be completed for Executive review and approval in Q3 of 23/24.</p> <p>Climate awareness is being embedded and climate impact sign off is required on all decision reports and is a standing item on the Place Shaping and Capital Program Board to review progress on projects.</p> <p>Climate Literacy training is being arranged with the target that the Council achieves Silver Carbon Literacy status.</p>

					The Council has committed to the FOP Pathways to net Zero Carbon program.
	Review and update the existing EDI action plans for delivering the council's commitments set out in its Equalities Framework 'Including Everyone'	Q4 22/23	AD Customer Focus	Completed	A joint councilor working group with members from Personnel and Overview and Scrutiny committees was set up to drive the development of these action plans. Post election both committees agreed to the working group continuing to review the Council's progress in delivering the plans.
SAVINGS 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	Agree and deliver a Transformation programme that aligns with the MTFS	Q1 23/24 agree plan (Q3 23/24 draft proposal to at least meet 24/25) savings requirement.	AD Customer Focus	Completed	The transformation strategy has been agreed and is currently being implemented. Reviews in Planning and Environmental Services are underway as well as cross cutting reviews of Agency and Overtime Costs and vacancies. We will be able to share the findings and recommendations from these reviews in Q2.
	Agree the 2024/25 budget process	Q4 22/23	AD for Finance	Completed	CLT have agreed the budget process and a report went to 3rd July Exec for approval.
PRIORITISATION The council needs to prioritise initiatives, which will have a positive impact on the budget, including a review of its assets	To build this into the transformation work	Q1 23/24 agree priorities	ADs for Finance and Customer Focus	Completed	This is an ongoing process.
RESOURCES The council will need to resource and embed sufficient corporate, strategic and performance	Establish the team, resources and governance arrangements needed to deliver the desired outcomes of the Transformation and Prioritisation Programme.	Q4 22/23 – ongoing	AD Customer Focus	Completed	The governance arrangements have been put in place for the Transformation programme. A strategic programmes board and Transformation programme delivery board have been put in place and take place monthly. A delivery team has been assigned to the 3 priority services and resource demands will be monitored to ensure that the programme moves at pace.

management capacity to plan, deliver and oversee your substantial transformation journey at pace and provide strategic oversight	Develop a plan and programme of activities to support staff through the Transformation and Prioritisation Programme.	Q4 22/23 – ongoing	AD for HR	On going	This will be ongoing throughout the transformation programme
	Review our member development and induction programmes and develop an action plan for any improvements identified.	Q4 22/23 – Q1 23/24	AD for legal	Completed	Member Development programme was developed and agreed at Full Council meeting in May 2023.
	Develop the O&S function and ensure its properly resourced.	Q1 22/23	AD for legal	Completed	O&S function is within the Constitution and the Council has a new Scrutiny Lead, Emma Faulkner
REGENERATION 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.	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.	Q4 22/23 – ongoing	AD Growth and Economy	On going	Stakeholder engagement and consultation processes for Banbury Vision 2050 Programme and Bicester Market Square Project are scheduled for Q3 and Q4. A new public realm framework to identify recommendations for improvements to the three urban centres (Banbury, Bicester and Kidlington) has been commissioned.
	Create a prospectus for investment in Cherwell	Q1 23/24	AD Growth and Economy	In Progress	The Future Oxfordshire Partnership has committed to development of an Oxfordshire wide Place Narrative which will include the prospectus for investment in Cherwell. CDC are working with OCC on development of the narrative and options to invest further on a dedicated daughter document to the overarching narrative. The Strategic Economic Plan developed by OxLEP is being finalised and prepared for consideration by FOP, which will complement the development of the prospectus.
	Ensure planning service can administer continued sustainable growth.	Q4 22/23 – ongoing	AD for Planning	On going	The Draft Local Plan goes to Executive in Sept 23 for approval to commence Regulation 18 consultation. The Local Development Scheme is scheduled for approval in parallel and sets out the timetable to achieve a new Local Plan. Recruitment to bring in additional resources and reduce the dependency in temporary resource across Planning and

					Development Management has commenced with a target to recruit a number of roles by October.
<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>	Develop and agree a council wide Communications and Marketing Strategy	Q1 23/24	AD Customer Focus	In Progress	We have now recruited a Permanent Communications and Marketing Manager so work is now underway. It is planned to be delivered in Q1
<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>	Complete the review of the LSP and the council's strategic partnerships to ensure we continue to partner appropriately.	Q1 23/24	AD for Housing and Wellbeing	Completed	Review concluded at the end of April. Agreed updated terms of reference and broadening of LSP membership.
	Agree an action plan for delivering any improvements	Q1 23/24	AD for Housing and Wellbeing	Completed	Outline forward plan agreed, to include regular updates on Health & Wellbeing; Strategic Place-shaping; UK Shared Prosperity Fund and Community Safety.
<p>INFRASTRUCTURE</p> <p>The council should leverage support from willing districts to align growth plans with Oxfordshire County</p>	Establish a clear action plan for the next phase of the "infrastructure and place- shaping" relationship with Oxfordshire County Council	Ongoing	CEO/CD Communities	Ongoing	Initial scoping undertaken for development of action plan.

<p>Council and help secure infrastructure funding. Carefully consider how the council is perceived by Government, is Cherwell an attractive place to invest?</p>	<p>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.</p>	<p>Ongoing</p>	<p>CEO and senior leadership team</p>	<p>Ongoing</p>	<p>Collaboration with OxLEP (Oxfordshire Local Enterprise Partnership), partners and business community on development of county-wide Strategic Economic Plan. Collaboration work planned with partners for Q2-Q4 on development of Oxfordshire Place Narrative, led by FOP (Future Oxfordshire Partnership).</p>
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