Peer Review Recommendations – Action Plan   **Appendix A**

Table 1 – Formal Recommendations

Recommendation	Action	Responsible Officer[1] & Dates	Progress
Recommendation 1 **Better Articulate your vision through a revised business plan which sets the context place narrative and communicate effectively to staff and key partners**	The Council will – • Revise and enhance the narrative around the Business Plan, with a clear vision and context section. Once signed off at Council in February 2024 the plan will be shared with key partners and colleagues.	LW – March 2024	
Recommendation 2 **Reset and define relationships at a local and regional level with key partners to support the delivery of business plan priorities**	The Council will – • Continue its series of Planning parish workshops and training sessions, and twice-yearly Cabinet-Parish Liaison meetings, focusing on areas identified by parishes as useful to them • Continue to build effective relationships with the Combined Authority, Greater Cambridge Partnership, Oxford – Cambridge Pan Regional Partnership and other key partners	SK/HJ – ongoing LT & Cabinet - ongoing	
Recommendation 3 **Finance**	The Council will –		

[1] LW – Liz Watts; SK – Stephen Kelly; HJ – Heather Jones; PM – Peter Maddock; FA – Farzana Ahmed; AA – Anne Ainsworth; AF – Andrew Francis; GB – Gareth Bell; HC – Helen Cornwell; JM – Jeff Membery; KL – Kevin Ledger;

a. Accelerate the closure of outstanding accounts. **b. Develop an efficiency strategy to demonstrate how the future budget gap will be bridged.** **c. Ensure effective and regular financial monitoring which includes forecast financial performance and is owned by service managers.**	• ensure that adequate resource is allocated to close the accounts and will work closely with the external auditors to ensure swift progress is made. • Work closely with the transformation team and Transformation Board to develop, monitor, and report on a schedule of progress towards the Target Operating Model and delivery of associated savings. • Escalate reporting of any forecast shortfalls to Leadership Team at an early stage to allow corrective action to be promptly undertaken. • Complete the testing, refining and roll out of the accountancy forecasting module of the Tech1 accountancy system. • Undertake regular meetings between accountancy business partners and heads of service to monitor and review financial performance at a service level.	PM – September 2024 FA – May 2024 FA – May 2024 FA – September 2024 PM – July 2024	
Recommendation 4 **Review the robustness of data/information provided to members to support effective decision making**	The Council will – • Introduce a lead data officer (pending budget approval by Council in February 2024) to shape the delivery of cleaner, better-quality data and ensure it is used to improve services to residents. • Provide training for all officers responsible for the drafting of reports to improve their understanding of where data/information is best obtained and who needs	AA – April 2025 LW – January 2024	Training delivered at CMT on 23 Jan. Action complete.

		LW – January 2024 All - ongoing	Training delivered at CMT on 23 Jan. Action complete.
	to be consulted to ensure this is data correct and up to date. • Ensure report recommendations are evidence driven and conclusions in reports reference the supporting evidence which should be available to members making the decision.		
Recommendation 5 **Develop a member development plan to ensure all members are supported in their role and review it regularly**	The Council will – • Consult with members to better understand the support that they need in undertaking their role and the development opportunities they would vale. • Draft a comprehensive Member Development plan based upon the results of the consultation. • Schedule in further consultations with members to see whether the delivery of the plan is still meeting their needs or is in need of an update/revision	AF – August 2024 AF – October 2024 AF – August 2025	
Recommendation 6 **Develop a community strategy to ensure there is a structured focus around enabling and supporting communities and further build on the relationship with the VCS and parishes**	The Council will – • Work with partners to develop a "Community Statement" which will explain the communities offering from the Council and explain what our communities can expect from us.	GB – September 2024	
Recommendation 7 **Develop with pace your organisational development and people strategies.**	The Council will –		

	• Complete the work on corporate values to give colleagues clear, relevant, and instructive insight into the actions and behaviours that the Council vales.	HC – January 2024	Values launched at 6 Feb Town Hall meeting. Action ongoing Initial Draft Completed
	• Complete a draft people strategy for consultation with colleagues.	HC – February 2024 HC – May 2024	
	• Complete a draft organisational development strategy for consultation with colleagues.		
Recommendation 8 **Develop a clear narrative for transformation with wider organisational ownership and review the governance structures.**	The Council will - • Re-launch transformation program with an associated communications plan & Transformation roadmap for internal and external audiences.	JM - February 2024	Re-Launched at 6 Feb Town Hall meeting. Action ongoing
	• Include at least one target for managers to deliver the TOM and/or delivering bankable savings as part of the annual performance review.	ALL - April 2024	
	• Introduce a KPI around transformational change/delivery of Transformation savings.	JM - May 2024	
	• Revise the remit of Transformation Board so that it includes Cabinet representation and focusses on supporting the delivery of the TOM and associated savings.	JM & AA -March 2024	
Recommendation 9	The Council will -		

Review the performance metrics that is representative of the whole business at a strategic and operational level E.g thread between business plan, risk and performance measures.	• Complete revision of business plan and KPI reporting arrangements for the 24/25 year. • Hold member officer workshop to review & revise existing KPIs to ensure they reflect the key parts of the organisation and meet member needs. • Continue to respond to requests from Cabinet and/or Scrutiny & Overview Committee for additions to – or changes to - KPIs	AA – January 2024 AA - March 2024 KL – As required.	Completed
Recommendation 10 **Ensure your ICT provision supports your transformation plans**	The Council will – • Support the review of the shared service arrangements reviewing the whole of the offering and the delivery model to ensure that it meets the future needs of the 3 Councils. • Work with partners to look at alternative options for IT provision to see if they better support the transformation agenda. • Directly employ 2 developers to work hand in hand with 3C ICT's digital team to speed the delivery of transformation projects.	LW – July 2025 LW/AA/JM – July 2025 JM – May 2024	Review has started - ongoing
Recommendation 11 **Undertake the LGA 3-day communication review to support internal communications**	The Council will – • commission the review as suggested and draft an improvement plan based upon the results.	GB – September 2024.	
Recommendation 12	The Council will –		

Undertake an effectiveness review of the Councils Overview and scrutiny committee	- discuss this recommendation with the Chair of Scrutiny and Overview committee. - agree actions with the Chair to ensure the work programme caries effective oversight of corporate risk.	AF – September 2024	Meeting held with Scrutiny Chair on 13/02/2024. Actions agreed with Chair*

It was agreed that significant work had already been undertaken to improve the effectiveness of Scrutiny, including a full CfPS external review in 2020. Agreed with Chair that good progress had been made in delivering on the outcomes of that review, but with joint recognition that efforts can always be made to improve effectiveness further.

Agreed that senior officer buy in is demonstrated through regular "triangulation" meetings with CE, Leader, Chair and Vice Chair.

Agreed that Scrutiny officer would work with Chair and Vice Chair to develop our work programme to include a longer term look at specific high profile corporate risks.

Table 2 - Other advice, suggestions or recommendations contained in the report

Suggestions	Actions	Responsible Officer & Dates	Progress
Deliver a real time information management system.	The Council will – Identify which software will best meet its needs in producing real time dashboards through interfaces with key back-office processing and case management systems.	JM & AA– March 2024	

	• Procure the identified software, identify data champions, and arrange training for champions, managers and key users.	KL – August 2024	
	• Obtain temporary external support in setting up initial key dashboards.	KL – October 24	
The council undertake an independent resident survey to obtain a representative sample of resident views beyond planning and growth	The Council will – • Undertake a residents survey as suggested. • Put in the business plan a commitment to Identify current best practice in obtaining customer feedback and satisfaction levels. • Implement a KPI for customer satisfaction across Council services.	GB – October 24 JM – March 2025 AA – April 2025	
Set up a statutory officer group to include the Chief Executive, S151 Officer, Monitoring Officer and Head of Internal Audit	The Council will – Set this group up and have regular meetings.	LW – January 2024	Group established and regular meetings scheduled. Action complete.
A clear member engagement plan is required to ensure access to key colleagues at the right level in the organisation is established to improve the responsiveness with member's case management and democratic duties.	The Council Will – • Ensure all teams have an officer available for member contact (including having a team member in the office) every working day. • Work with colleagues in 3C ICT and Colleagues in the City Council and Huntingdonshire Council to improve members access to officers using the Teams system	ALL – March 2024 JM – August 2024	Actioned – Team Members are in the office daily

Review the strategic capacity of the leadership team, considering the spans of control and number of direct reports reporting to the chief executive	The Council will – Consider this as part of the annual Performance Development Review process for Leadership Team colleagues.	LW – July 2024	

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