

LGA Corporate Peer Challenge, 14 – 17 November 2018

Action Plan

No	Recommendation from the peer team	Our response and current/planned action	Timescale	Accountable officer
1.	Produce a transformation programme to explain in clear terms the vision for Together Gloucester and how the design principles will shape the emerging operating model. A transformation programme should provide a strong narrative on why Together Gloucester is important for the future, what the objectives are, how roles and expectations will change and how the council will secure the necessary resources and tools for success	<p>Agreed. We will prepare plain English a narrative statement encompassing the breadth of our TG organisational transformation, including:</p> <ul style="list-style-type: none"> • A new approach to corporate and service planning, performance monitoring and management • Workforce planning, organisational development, personal performance plans and talent management • We have contracted with a consultancy (Ignite) who is supporting us in reviewing our business processes. This 12 week programme started on 19th February and will deliver an organisational blueprint, an investment case and an implementation plan • The other two significant transformation streams are (1) office move; and (2) website/intranet – both have dedicated project management arrangements 	April 2018	Jonathan Lund / Anne Brinkhoff
2.	Develop a communication and engagement plan around the Together Gloucester programme that creates a shared understanding amongst staff, councillors and partners about how the transformed organisation will respond differently to achieve the council's corporate objectives. This should also say more to clarify the part that Asset Based Community Development will play in supporting change	<p>Agreed. Communication around the TG transformation is embedded in our wider Council communications plan, and delivered as follows:</p> <ul style="list-style-type: none"> • Our monthly 'Team Brief' includes a standard item on 'TG transformation' where we give updates on all transformation streams; we are also introducing a standard item on ABCD stories • We have introduced a number of informal 'listening' events which communicate aspects of TG as a matter of course • Our training and learning plan includes a comprehensive part on ABCD which is being tailored to different levels needs of officers and members • We have commissioned a graphic recorder to produce a 	<p>On-going</p> <p>On-going</p> <p>April – Sept 2018</p> <p>April – May</p>	<p>Anne Brinkhoff</p> <p>Anne Brinkhoff</p> <p>Ruth Saunders</p> <p>Anne</p>

		<p>visual narrative (story-board) of the TG-transformation story, including our vision of the new operating model. This is likely to include the outcomes of the Ignite work</p> <ul style="list-style-type: none"> The roll-out of the service planning process will involve a conversation with Cabinet, Councillors and partners about how the transformed council will prioritise delivery of key projects 	<p>2018</p> <p>April 2018</p>	<p>Brinkhoff</p> <p>Jonathan Lund/Anne Brinkhoff</p>
3.	Allocate lead and supporting roles for the Together Gloucester transformation programme to manage a range of critical issues including transformation and ICT investment, organisational and workforce development, accommodation, 'channel shift and business process improvement.	Agreed. <i>See R 1 and 2 above</i>		
4.	Build on the council's reputation for collaborative partnership working to maximise opportunities to progress areas of common interest with a wide range of partners. Find effective ways to harness the co-operation, spending power and resources of local, county and regional partners to shape and deliver Gloucester-based solutions which have a beneficial social impact and make the most of the council's Asset Based Community Development approach.	<p>Agreed. We are learning from other councils such as Wigan, Leeds and Exeter and working towards a value proposition for asset based approaches that will reduce demand for partners, particularly in Health, Adult Social Care and Children's Services.</p> <p>Building on the shared role of the MD, we will develop a Gloucester centric approach to the City's and County's combined spending in areas such as place shaping and asset management and community infrastructure</p>	<p>July 2018</p> <p>July 2018</p>	<p>Anne Brinkhoff</p> <p>Jon McGinty</p>
5.	Identify and promote Gloucester's unique selling point (USP) and make sure it is used consistently by the council and its partners for inward investment, tourism, cultural and economic development, regeneration, marketing and promoting the city.	<p>Agreed. We are currently undertaking an audit of how Gloucester is presented in council and partner publicity with a view to identifying a unifying theme/USP.</p> <p>We will then develop and implement a strategy to make the most of the USP to serve a wide variety of purposes, including regeneration, economic development and our ambition to</p>	<p>September 2018</p>	<p>Ian Edwards</p> <p>Jonathan Lund</p>

		become UK City of Culture.		
6.	Exploit the city's USP to establish a stronger identity for Gloucester within the county, the region and nationally, particularly in terms of the city's ambition to become UK City of Culture in 2025; and progress this through strong engagement with Leadership Gloucestershire			
7.	Adopt an increasingly selective approach to development and inward investment. The council's past success in regeneration and its reputation for delivery have built confidence in the city and its attractiveness as a retail, inward investment and cultural destination. Use this strength to promote a clear narrative and vision for the future of the city and progress only those projects which deliver the vision.	<p>Agreed. The City will work with GFirst LEP and partners including the Department for International Trade to develop a coherent County wide Inward Investment offer.</p> <p>The new offer will complement the City Economic Development Strategy referenced in 9. below.</p> <p>Through planning policies in the City Plan and in our role as land owner we will enforce and/or influence new developments to be of high quality design, and to reflect our ambitions for community wellbeing and health.</p>	September 2018	Ian Edwards
8.	Continue to work with Vision 2050 to be able to shape a strong future for Gloucester as a key player in Gloucestershire's prosperity	Agreed. We are committed partners of Leadership Gloucestershire and will initiate a robust political dialogue around the proposals prior to submitting any council response by the end of July 2018	July 2018	Jon McGinty
9.	Consider how best to secure beneficial economic, community and social impact including through increased GVA, economic growth and income levels, stemming the loss of young people from the area and shaping the skills and labour market.	Agreed. A refreshed Economic Development Strategy will be considered by Cabinet focussing on People, Place and Business and will provide the strategic context for future engagement and investment in economic and social regeneration.	May 2018	Ian Edwards

10.	Develop a housing strategy covering Gloucester, Cheltenham and Tewkesbury to build on the Joint Core Strategy work across the three councils. This would complement the council's housing strategy to: direct sub-regional work with registered housing providers and other key housing partners; address current housing issues and need; the use of current housing stock and future housing need in support of the city's growing economy	Agreed. We will explore the development of a housing strategy to include Cheltenham, Tewkesbury and Stroud and through our county wide housing partnerships.	July 2018	Ian Edwards Lloyd Griffiths