

LGA Corporate Peer Challenge

Action Plan – update, October 2018

No	Recommendation from the peer team	Our response and current/planned action	Timescale	Accountable officer	Update (October '18)
1.	<p>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>	<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 	<p>May 2018 (on-going)</p>	<p>Jonathan Lund Anne Brinkhoff</p>	<p>Consistent messaging has been developed and used across a number of communication channels, including City Reach, Team Brief and face to face all staff briefings to create a plain English narrative of the transformation.</p> <p>Cabinet approved phase two of the TG transformation programme on September 12th. This represents a one off £1.7m investment and is the natural follow-on from our restructuring in June 2017, safeguarding the annual savings that we have already made, allowing us to become more customer centric, and setting us up to work in a new way.</p> <p>Arrangements for programme management and governance are being set up. This will include a clear narrative about the purpose of the programme and future vision of how the council will operate to be communicated to different stakeholder groups.</p>

2.	<p>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>	<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 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 • 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>On-going</p> <p>On-going</p> <p>April – Sept 2018</p> <p>April – June 2018</p>	<p>Anne Brinkhoff Jonathan Lund Ruth Saunders</p>	<p>See 2 above</p> <p>We have introduced a monthly 'ABCD column' in Team Brief to provide a regular narrative and examples of this approach. Training sessions for GMT and Team Leaders are delivered during September/October. These focus on the concepts of ABCD and how we embed these into our work. We are planning a Stewardship Circle for officers and members to commence in the autumn.</p>
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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. See R 1 and 2 above			See R1 and R2 above
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 On-going</p> <p>July 2018 On-going</p>	Anne Brinkhoff Jon McGinty	<p>We have undertaken a number of study visits to learn from partners about asset based approaches in service delivery. We have successfully negotiated arrangements with Adult Social Care and Children's Services invest in community builders that are facilitated through us. In the medium-term we are exploring the establishment of an arms-lengths delivery vehicle to deliver a community building across the City.</p> <p>The County Council are developing a new strategy which is expected to endorse the development of a Gloucester City-specific plan to tackle inequalities and particularly to use its relationship with the City Council to pilot new methods of community engagement.</p>

5.	<p>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>	<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 become UK City of Culture.</p>	<p>July 2018</p>	<p>Ian Edwards Jonathan Lund</p>	<p>Following the audit, MGL commissioned to provide a messaging strategy based on primary and secondary research on how Gloucester is presented by partners in communications to third parties.</p> <p>Currently awaiting draft report for comment. Anticipated deadline for a strategy is January 2019.</p> <p>Subject to Cabinet decision in October, we are planning to join the Key Cities Group as a full member. This will enable us to influence national policy decisions, showcase Gloucester's successes and learn from others.</p>
6.	<p>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</p>				

7.	<p>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>	<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	<p>Gloucester City Council has taken a leading role in supporting the development of a County wide bid for ESIF resources for a consistent Inward Investment offer. Currently awaiting outcome of proposal.</p> <p>Gloucester City Council will assist in the implementation of this approach through the use of our own staff resources and City Plan policies.</p>
8.	<p>Continue to work with Vision 2050 to be able to shape a strong future for Gloucester as a key player in Gloucestershire's prosperity</p>	<p>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</p>	July 2018	Jon McGinty	<p>Council debated the City's response to Vision 2050 at its meeting on 12th July. Officers are working with colleagues from partner agencies to review the consultation outcomes and develop a way forward for consideration by Leadership Gloucestershire.</p>

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.	(June 2018) July 2018	Ian Edwards	<p>Cabinet adopted an Economic Growth Strategy in July 2018 that includes a ambitious vision centred around:</p> <ul style="list-style-type: none"> • Being known nationally as one of the UK's leading smaller cities • A distinctive economic identity with particular focus on emerging sectors like digital, cultural, energy, advanced engineering, • Raising levels of prosperity across the City • A successful business location, • A recognised urban core that drives the economic growth of the county <p>The Strategy also contained a cross cutting theme to Ensure that opportunities for Gloucester's residents are created from regeneration.</p>
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	<p>The six Gloucestershire districts are currently working on a consultancy brief for a new Local Housing Needs Assessment – this will replace our existing Strategic Assessment of Land Availability and provide intelligence on the type and tenure of new homes that need to be delivered in the county.</p> <p>In addition, colleagues are specifically discussing the value of a JCS Supplementary Planning Document in relation to the type and tenure of new homes that should come forward at the JCS strategic allocations.</p>

