

Appendix 3: Action Plan

Peer Challenge Recommendation	Action	Update & progress to date
<p>1. Golden Valley Development</p> <p>The Golden Valley Development project is well managed in terms of finance and risk. Now is the time to be engaging with communities, businesses and residents to look at how the council can create and measure social value; it is important that the council thinks strategically about what it wants to achieve, for example, a skills plan and a brighter future plan for the county to provide a pipeline to meet workforce requirements and ensure unique opportunities are not missed.</p>	<ul style="list-style-type: none"> ○ Appointment of Community Engagement, Stakeholder/Public Affairs role to provide additional capacity to deliver improved and enhanced engagement. ○ Allocation of a graduate trainee to focus on social value as part of their placement. ○ Detailed stakeholder mapping exercise to be completed. ○ Creation of community/academic/business engagement action plans for GV work strands. ○ Work with and engage with GCC on future workforce requirements and encourage greater partnership working on skills. ○ Work with HBD and other ecosystem partners on GV occupier strategy including the development of an offer on skills. 	<ul style="list-style-type: none"> ○ Job description written for community engagement post in September 2023. ○ Graduate trainee started their placement in the Communities team in October 2023. ○ LG Challenge participants will be working with the GV team to further develop their recommendations on community engagement and skills. The expected start date of the LG Challenge participants is November 2023.
<p>2. Achieving savings</p> <p>Ensure there is the discipline to achieve savings targets included in the 2023/24 revenue budget. Achieving savings is an organisation wide responsibility, build accountability into management of teams and individuals through the appraisal process.</p>	<ul style="list-style-type: none"> ○ Create a savings delivery programme following proactive engagement with Cabinet to identify efficiencies. ○ Service managers to be engaged on achieving their saving targets. ○ Work in partnership with CBH to identify shared areas of efficiencies across General Fund and HRA as part of the Cabinet decision to wind up CBH and bring housing under the control of CBC. 	<ul style="list-style-type: none"> ○ Savings programme established with savings identified in October 2023. ○ Service managers have completed individual plans on how savings will be made. This was completed in July - October 2023. ○ Cabinet Report developed, presented and agreed in October 2023 on the future of housing services with an estimated £2m savings target identified across general fund and HRA.
<p>3. Net Zero 2030</p> <p>Refine the pathway to Net Zero 2030 in order to include clear performance measurements and</p>	<ul style="list-style-type: none"> ○ Appoint and commission interim support to drive and review the pathway to net zero. ○ Agree clear performance measurements. 	<ul style="list-style-type: none"> ○ Interim Climate Change adviser appointed to review and refine the pathway to Net Zero and consider performance measures to track

<p>milestones to demonstrate that the council is on track for delivery.</p>	<ul style="list-style-type: none"> ○ Agree reporting timescales. 	<p>progress. Climate change adviser began working with CBC in October 2023 following a competitive appointment process.</p>
<p>4. Cheltenham Borough Homes Look for further opportunities for alignment with Cheltenham Borough Homes to support delivery of corporate priorities.</p>	<ul style="list-style-type: none"> ○ Develop a Cabinet report on the future of housing services recommending to wind up CBH and bring back housing functions under the control of the Council. ○ Appointment of Project Manager to form transition plan. ○ Development of tenant consultation and engagement plan. ○ Business transition plan to be developed to ensure phased approach. 	<ul style="list-style-type: none"> ○ As stated above, Cabinet Report on the future of housing services presented and agreed in October 2023.
<p>5. Undertake purposeful communications Think carefully about communications and consultations. Consult with a purpose – there has been good consultation around the Golden Valley vision but there is a wider place shaping responsibility. Raise the council’s profile and get people engaged and interested – create advocates for the Place.</p>	<ul style="list-style-type: none"> ○ Review existing communications approaches with a view to raising the Council’s profile further and to improve engagement. ○ Appoint a community engagement and stakeholder manager to the GV team to enhance the capacity the team has to promote the activities of the council and to encourage and create more advocates for the place. 	<ul style="list-style-type: none"> ○ As stated above, a job description was written for a community engagement post in September 2023.
<p>6. Rationalise partnerships to work at a strategic level. Consider rationalising the council’s partnerships and meetings and creating a stakeholder framework. The council already works well at a project level, work at a strategic level to deliver Place leadership.</p>	<ul style="list-style-type: none"> ○ Undertake a review of existing community and partnership meetings in Cheltenham and work with Councils and partners to undertake a review of County-wide partnership meetings. ○ Review specific governance and forums relating to the place and develop proposals for updated governance that is effective in 	<ul style="list-style-type: none"> ○ Review of community and partnership meetings both in CBC and across Gloucestershire councils in progress, with review recommendations expected in Spring 2024.

	supporting CBC, along with its partners, to improve how we shape and deliver place leadership.	
<p>7. Member Induction Improve Member Induction to support Members in understanding their roles and responsibilities and look to refresh Scrutiny training to give Members confidence to add value and constructive challenge.</p>	<ul style="list-style-type: none"> ○ Complete existing Member Induction review and implement. This review includes a refresh and review of existing training available to elected members. 	<ul style="list-style-type: none"> ○ Review of induction programme in progress and updated Member Induction will be in place ready for council elections scheduled in May 2024.
<p>8. Embed CBC culture Work to embed the culture of the organisation more widely so that all staff benefit.</p>	<ul style="list-style-type: none"> ○ Ensure values are embedded into all aspects of organisation including recruitment/policies/procedures. ○ Ensure leadership team work together to demonstrate behaviours that engender the right culture. 	
<p>9. Develop Staff Induction and Appraisals Once the HR team is in place, develop processes for staff induction and appraisals that will include targets that link back from the council priorities, enabling staff to have a sense of accountability and responsibility. Alongside these processes, develop internal communications to be more effective, for example by providing regular updates to staff on the progress of projects and key priorities.</p>	<ul style="list-style-type: none"> ○ Bring HR team in house. ○ Develop staff induction. ○ Update and refresh staff appraisal process. ○ Ensure appraisals incorporate corporate management responsibilities e.g. budget management. ○ Improve internal communications and review use of intranet and current comms technology. 	<ul style="list-style-type: none"> ○ New HR team appointed and in place in September 2023. ○ HR successfully transferred from Publica to CBC by September 2023. ○ New staff appraisal approach partially designed based on staff feedback, to be tested to get user experience feedback. Testing and co-creation expected to be finished in the early part of 2024 with roll out thereafter.
<p>10. Equality, Diversity & Inclusion The council should take the opportunity once the HR team is in place to co-produce an Equalities,</p>	<ul style="list-style-type: none"> ○ Undertake best practice review. ○ Draft EDI strategy and ensure that CBC colleagues are involved in the creation of the 	<ul style="list-style-type: none"> ○ Initial EDI draft policy completed in October 2023.

<p>Diversity and Inclusion strategy and policy. The inclusive culture that the council is already developing provides a productive environment for this work to be successful.</p>	<p>strategy and that a shared commitment to strategy is embedded in the organisation, translating the strategy into tangible action.</p> <ul style="list-style-type: none"> ○ Update EDI policy. ○ Establish an employee EDI group. ○ Design and update further employee EDI training & development plans. 	<ul style="list-style-type: none"> ○ New HR team appointed and in place in September 2023. ○ HR successfully transferred from Publica to CBC by September 2023.
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