



Cabinet

Item
7(iii)

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Report of

Chief Operating Officer

Author

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Title

Local Government Association Peer Challenge Action Plan Progress

Wards affected

All wards

1. Executive Summary

- 1.1 The Local Government Association peer challenge process provides independent and external improvement support and challenge through a peer review, conducted by a team of councillors and senior officers from other local authorities.
- 1.2 Colchester City Council had a peer challenge in September 2022 and Cabinet approved an action plan to respond to the key recommendations made in January 2023. An update on progress was presented to Cabinet in July 2023. A follow up visit was also undertaken by the Peer Team in July 2023. The action plan has been updated to reflect the significant progress made. It is now divided into two sections, open and closed, for ease of use. This report provides an update on progress against the action plan.
- 1.3 The Senior Leadership team has fully embraced and engaged in the Peer Challenge process and readily acknowledges the value and focus that it has brought to the Council. Considerable effort has been made to deliver the recommendations made and this work continues in some areas.

2. Recommended Decision

- 2.1 To consider progress in responding to the Peer Challenge recommendations and identify any actions that require further attention.
- 2.2 To resolve that all outstanding work to respond to the Peer Challenge recommendations is reported through the normal performance reporting mechanisms.

3. Reason for Recommended Decision

- 3.1 To ensure the Council responds appropriately to the key recommendations made by the Local Government Association Peer Challenge and in turn support the continuous improvement of how the Council is operated.

4. Alternative Options

- 4.1 There are no alternative options.

5. Background Information

- 5.1 The Local Government Association (LGA) offers all councils the opportunity to have a Corporate Peer Challenge (CPC). This is free, and a tried and trusted 'critical friend' method of improvement.
- 5.2 The challenges faced by councils in the light of the Covid-19 pandemic are unprecedented. The CPC provides independent and external improvement support and challenge to not only assist councils' thinking about recovery but to also support those councils who wish to use this period to reset, reimagine and reinvent as well as rebuild.
- 5.3 The report identified 8 key recommendations as follows:
1. Focus on city status. Use this as an opportunity to galvanise partners, improve the borough's economic and cultural strength and raise the voice of Colchester;
 2. Get a firmer grip on the capital programme – manage all risks and improve your planning to ensure you have appropriate strategic finance, programme and project capacity and the resources to deliver;
 3. Co-design a compelling and longer-term place-based narrative/city vision to define Colchester for the future;
 4. Strengthen your political and officer 'leaders of place' roles and look beyond Colchester – map your anchor institutions, partners and stakeholders;
 5. Review your priorities and projects and refocus on delivering 'Brilliant Business As Usual' and strengthen your corporate resources;
 6. Strongly consider whether changing your election cycle will help you achieve your goals, ambitions and deliver improved services for Colchester's communities;
 7. Better define with your staff what 'hybrid working' means for CBC and provide a clear definition. Also, clarify how the new CBC values will be designed and embedded, communicating to staff how these define the Council and will help achieve Colchester's ambition; and,
 8. Commission an independent review of Colchester Commercial Holdings Ltd, and its subsidiaries, also undertake an internal review of Colchester Borough Homes to assess whether the companies are realising the benefits they were established to deliver.
- 5.7 In order to further improve and maximise opportunities available to the Council, it is vital the key recommendations are responded to appropriately. A full proposed action plan was approved by Cabinet in January 2023 following consideration by the Scrutiny Panel.
- 5.8 A progress Review was undertaken by part of the team that conducted the original peer challenge on 27 July 2023.
- 5.9 This report commented specifically that "It is clear to the peer team that in terms of the recommendations made in 2022, a comprehensive response has been seen. Significant progress has been made across all recommendations." The key areas of focus of the Progress Review were:
- Leadership Changes
 - Focus on City Status

- Get a firmer grip on the capital programme
 - Co-design a compelling and longer-term place-based narrative/city vision and strengthen the political and officer 'leaders of place' roles and look beyond Colchester
 - Strongly consider changing the election cycle
 - Commission an independent review of Colchester Commercial (Holdings) Ltd, and its subsidiaries, also undertake an internal review of Colchester Borough Homes.
- 5.10 Both the initial and follow up report brought into clear focus some key areas of activity that have been undertaken by the Council.
- 5.11 Significant progress has been made in delivering against the action plan and additional advice. An updated Action Plan is provided in Appendix A.
- 5.12 Looking forward, those areas of activity where work is ongoing will continue as business as usual as they are part of the commitment of the Council to deliver against its strategic objectives.

6. Equality, Diversity and Human Rights implications

- 6.1 The peer challenge team identified a positive approach taken by the Council to equality and diversity making reference to an external audit commissioned to help improve in this area. The team also identified Colchester has a young, diverse and dynamic community and emphasised the Council should work to harness that diversity better.

7. Strategic Plan References

- 7.1 Several of the key recommendations and findings of the peer challenge report will support the creation of the new strategic plan and subsequent delivery plan.

8. Consultation

- 8.1 The consultative nature of the peer challenge process has meant that a broad group of staff, councillors and partner organisations have been involved and have contributed to the final recommendations. The action plan has also been developed in consultation with appropriate staff and Councillors.

9. Publicity Considerations

- 9.1 An end-to-end publicity process has ensured that the peer challenge and resulting report have been widely publicised. Once the action plan is approved, it will also be publicised.

10. Financial implications

- 10.1 Several of the recommendations will have financial implications which will need to be carefully considered e.g. external review of wholly owned companies. There will also be some additional initial costs in implementing the action plan and provision has been made in the 23/24 budget for these.

11. Health, Wellbeing and Community Safety Implications

11.1 Delivery against several of the recommendations from the peer challenge will have a positive direct and indirect impact on, health, wellbeing and community safety.

12. Environmental and Sustainability Implications

12.1 There are no specific implications but in responding to the key peer challenge recommendations, the Council will have an even stronger focus on key priorities such Environment and Sustainability.

13. Health and Safety Implications

13.1 There are no direct health and safety implications associated with this report.

14. Risk Management Implications

14.1 In responding to the recommendations from the peer challenge the Council will be better placed to mitigate key strategic risks.

Appendices

Appendix A – Updated Peer Challenge Action Plan

Background Papers

None