

Key recommendations coming out of Corporate Peer Challenge – Action Plan

	Recommendation	Action Taken	Due Date and Status	
			October 2019	March 2021
1.	<p>Crystallise the ‘We Listen, We Care’ principle and narrative into a coherent strategy and implementation plan and develop Council-wide strategic capacity to support this objective.</p> <p>This will help to translate this commitment into tangible plans for Members, staff and external partners which describe ‘what’ the message looks like in practice and ‘how’ they can embed it in their work and through their behaviours and actions</p>	<ol style="list-style-type: none"> 1. The priorities agreed with the Elected Mayor and Cabinet were tested in team briefings across the organisation between September 2018 and April 2019. 2. The approach to an organisation-wide Customer Service Programme was agreed by Cabinet in May 2019. 3. The detail of the Customer Service Programme is being led by the Senior Leadership Team and will be overseen by a Steering Group including the relevant Cabinet Members. 4. The narrative and implementation plan are being worked up as a single story to be used from October-November 2019, including a single description that explains what the Elected Mayor and Cabinet plan for the Borough and the plan for the organisation to support that work. 	<p>Complete</p> <p>Complete</p> <p>Complete – Steering Group in place</p> <p>Due November 2019</p>	<p>Complete</p>
2.	<p>From the existing positive culture, articulate and communicate clear key values for the organisation. This means teasing out the different key words and phrases and consolidating this into one clear set of values that articulate and define what North Tyneside Council is all about, what it is trying to achieve.</p>	<ol style="list-style-type: none"> 1. The priorities agreed with the Elected Mayor and Cabinet were tested in team briefings across the organisation between September 2018 and April 2019. 2. Language to articulate a set of values was tested with a range of colleagues in the same period. 3. A set of values will be used within the organisation from October-November 2019 We Listen We Care We are Ambitious; and We are Good Value for Money. 	<p>Complete</p> <p>Complete</p> <p>Due November 2019</p>	<p>Complete</p>

<p>3. Realign the corporate enablers to better develop and deliver service reform with a particular focus on digital enablement. This means strengthening the strategic functions by having a stronger centralised intelligent client function, working with service area teams to get the best out of outsourced contracts. This will help to ensure that the outputs are aligned to the Council's ambitions and will support service reform, particularly in the progressive use of modern technologies.</p>	<ol style="list-style-type: none"> 1. Cabinet agreed a revised senior structure at its meeting in October 2018. Work to develop corporate leadership followed on from that. At paragraph 4.5 the Peer Team make specific reference to job titles and the external profile of the Council. As part of the Action Plan, if agreed by Cabinet, the Chief Executive, in consultation with the Elected Mayor and Deputy Mayor as Cabinet Member for HR, will make any appropriate adjustments. 2. Detailed discussions have been held with the senior director responsible for the Engie contract to agree an approach to strengthening these functions. 3. The narrative and implementation plan described at Recommendation 1 will include workstreams on: Our Team; Our Resources; and Our Technology. 4. Our Team: The following actions are taking place <ol style="list-style-type: none"> a. A single senior manager has been appointed to lead the team. b. A strategic approach to HR is being developed based on some simple priorities: Safe, Paid, Healthy, Happy and Capable. c. The Senior Leadership Team have agreed an overall approach to leadership and the outcomes required of this corporate function. d. Partnerships are being developed with Northumbria Health Care NHS Foundation Trust and University of Newcastle upon Tyne Business School. 	<p>Complete</p> <p>Complete</p> <p>Due November 2019</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Underway</p>	<p>Complete</p> <p>Complete</p> <p>Work done with both to borrow best practice. Broader partnership working has also been undertaken using Gatenby Sanderson and in follow up to the Peer Review, Salford City Council.</p>
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		<p>Executive and including the Cabinet Member, Senior Leadership Team representatives, senior leadership from engie and a representative from Capita.</p> <ul style="list-style-type: none"> b. Building on the successful work done with the Investment Programme, a Gateway Process has been implemented to ensure clarity of accountability and progress. c. A Digital Strategy has been developed focussing on: Data; Customers; Team; and the Borough which will be agreed by Cabinet d. The Senior Leadership Team have agreed an overall approach to leadership and the outcomes required of this corporate function. e. Engie have invested in senior leadership of the function. f. A single view of the technology programme is being developed and will match the period of the Medium Term Financial Plan. g. Discussions are being held with colleagues in local government and the sector to inform the design of a stronger client structure. h. The “client” and “engie” technology teams will be co-located from autumn 2019. 	<p>Complete</p> <p>Due December 2019</p> <p>Complete</p> <p>Complete</p> <p>Considered regularly by ICT Board</p> <p>Due to complete Spring 2020</p> <p>Due to start Autumn 2019. Due to complete Spring 2020.</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>
4.	<p>Develop an inclusive economic strategy for North Tyneside having regard for commercial opportunity, sectorial strengths, skills provision and social inclusion. An inclusive economic strategy co-developed with communities and businesses would help in targeting growth opportunities to specific sectors, both locally and as part</p>	<p>1. An update to the Ambition for North Tyneside will be considered by Cabinet at its meeting in November. That update will include agreeing the next stages to develop the Authority’s approach on commercial opportunities, sectorial strengths and social inclusion.</p>	<p>Due November 2019.</p>	<p>The Cabinet has received updates to the Ambition for North Tyneside with an update provided in September 2020 which set out the Councils Regeneration and Investment priorities for future years.</p>

	<p>of the North of Tyne Combined Authority strategy. It would enable the development of skills around those sectors so that local people can benefit from the investment that may flow into the area.</p>	<p>2. Work is also planned to update the agreed Employment and Skills Strategy to bring that and the Ambition programme into a single view of an Inclusive Economic Strategy for Cabinet consideration and to align with the work of the North of Tyne Combined Authority.</p> <p>3. That strategy will be accompanied by an appropriate work programme.</p>	<p>Due spring 2020</p> <p>Due Spring 2020</p>	<p>The Council has refined a draft Inclusive Economy Strategy over 2020. Recognising the importance of this area of work, the Council appointed a new Service Manager with specific responsibility for Inclusive Economic Growth. Commencing their duties in March 2021, they are currently refining the draft Strategy and will be considered by Cabinet in June 2021 following the Mayoral elections.</p> <p>Aligned with the Inclusive Economy Strategy, a complimentary work programme is being refined which will see the plan translated into meaningful activity.</p>
<p>5.</p>	<p>Through a whole council approach, deliver a four-year medium-term financial plan to meet the challenge which will enable the Council to deliver its priorities. This will enable the Council to take a long-term view of its financial capacity by breaking the budget down and aligning expenditure against priorities to help the Council in delivering its ambition for people, place and the economy.</p>	<p>1. Building on changes made last year, the approach to budget setting is being reviewed and adjusted with discussions taking place with Members to compare the Constitution with other Mayoral Authorities.</p> <p>2. Discussions are being held with colleagues across the country to compare notes and assumptions, including work with the</p>	<p>Timetable agreed by Cabinet September 2019 Constitutional Changes considered by Task Group for consideration by Council November 2019 Due November 2019</p>	<p>Complete</p> <p>Complete</p>

		<p>appropriate professional bodies, LGA and MHCLG colleagues.</p> <p>3. The Budget Proposals from the Elected Mayor and Cabinet, due to be made in November 2019, will include an updated four-year Medium Term Financial Plan.</p>	Due November 2019	Complete
6.	<p>Maximise North Tyneside's influence and participation in the new North of Tyne Combined Authority with particular emphasis on joint development of priorities. This will enable the Council to jointly work on key agendas such as skills development, inward investment, tourism and in addressing deprivation through inclusive economic development.</p>	<p>1. Having been the Interim Mayor of the Combined Authority and following the Cabinet Members' participation in the Cabinet for the Combined Authority, much of the early work to develop priorities is aligned to the priorities of the Elected Mayor and Cabinet for North Tyneside.</p> <p>2. The Elected Mayor and Deputy Mayor continue to play a full part in the North of Tyne Combined Authority, with the Elected Mayor leading on Housing and Land and the Deputy Mayor leading on the Investment Fund.</p> <p>3. The Head of Corporate Strategy has been acting as a Director for the Combined Authority. The Head of Resources is the Interim Section 73 Officer. The Chief Executive is officer lead for business competitiveness and education improvement.</p> <p>4. The Senior Leadership Team have reviewed engagement with the Combined Authority and the Local Enterprise Partnership to ensure appropriate engagement at the right senior level.</p> <p>5. An internal officer group, chaired by the Chief Executive, works to ensure there is a consistent narrative across North Tyneside's engagement at a regional level.</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>	