

LGA Corporate Peer Challenge

Appendix B – Council Response to Peer Team Recommendations

| No. | Peer Team Recommendations | Lead Officer | Council Response |
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| 1 | <p>Prioritising action to tackle homelessness by:</p> <ul style="list-style-type: none"> ➤ Replacing expensive bed and breakfast with cheaper temporary accommodation option ➤ Increasing the supply of social rented and affordable private rented accommodation so it exceeds projected temporary accommodation demand ➤ Making greater use of peer or external challenge to continue to develop our response | David Ashmore | <p>We have relaunched our governance and partnership working approach. This will include a refreshed strategic board and an operational group, each having external representation from partners in the city.</p> <p>As part of this, we are looking at multiple strategies to proactively increase the numbers of properties available for affordable and social rent, working innovatively with Registered Housing Providers and the private sector.</p> <p>In turn, this will reduce the reliance on temporary accommodation, improve the experience of residents and reduce costs.</p> |

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| 2 | Ensuring the work to deliver against the projected balanced budget position for 2019/20 is successfully concluded | Barry Hastie | The Council's Pre-Budget Report sets out savings options that virtually balance the 2019/20 Budget, mostly in the form of technical changes and additional income generation and commercial proposals. In addition, work has begun already to identify proposals for the medium term position. These will be brought forward and discussed at an early stage of the 2020/21 Budget process. |
| 3 | Learning from other public sector best practice on industrial relations, pay and reward models and HR policy and practice | Grace Haynes/ Amanda Durrant | This is in progress. An initial meeting has been held with the workforce lead from the Local Government Association. Advice has been sought and work is progressing with a focus on "Levers for Change" and how the LGA can support our thinking on developing future options for workforce efficiency and change including identifying Local Authority contacts. |
| 4 | Taking the opportunity to enhance the way the council communicates with residents and delivers customer service | Nigel Hart | <p>A lot of emphasis is placed by the Council on its resident's survey, demonstrating their commitment to hearing the resident's voice. We have continued to undertake a bi-annual survey when many Councils have stopped, using it to supplement the anecdotal evidence provided by members. There is an opportunity to review the survey methodology to ensure that represents the views of all of Coventry's communities and agree a core set of questions for base-lining.</p> <p>There are ambitions to use intelligence and insight more – both within the Council and on a cross-partner basis – making it even more integral to policy formulation and service planning, including change and transformation. The potential presented around intelligence and insight through the city's digital agenda is huge, as seen with the work with National Health Service colleagues, the police, the two universities, West Midlands Public Health Intelligence Group and the West Midlands Open Data Forum to share knowledge and maximise information sharing through open data.</p> |

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| 5 | Driving the digital agenda harder and faster | Paul Ward | <p>We continue to push hard on the digital infrastructure of the city evidenced through Fibre to the Home initiatives for residents from both City Fibre and Openreach. We have recently begun the roll-out of public Wi-Fi within the City Centre and are fully engaged in the development of 5G testbeds within the city as part of the West Midlands Combined Authority. In line with the conversation with Daniel Korski we are giving more focus the how we can digitally enable and transform the services that we deliver to our citizens. In support of this we have recently signed up to support the Local Government Digital Declaration and are aligning our digital ambitions with our One Coventry transformation programme.</p> |
| 6 | Being very mindful of those staff who have not yet benefitted from the changes to ways of working and accommodation and responding to the thirst amongst staff for knowledge and input | Nigel Hart | <p>This is in progress. Other Council buildings, including Whitley Depot and Broadgate House, will benefit from changes to new ways of working and updated accommodation. Technology refreshes are being rollout across the Council and we will continue to provide training to help people update their skills and get the most from new ways of working.</p> <p>We are looking at how we ensure our internal communication channels reach different parts of the organisation and help provide them with the information they need and opportunities to influence our future work. We have already begun this with Let's Talk and continue to look at ways we can build on the success of these sessions. We have a monthly news update that is distributed to employees without Intranet access by managers.</p> |

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| 7 | Hard-wiring the legacy and inclusive growth potential of the City of Culture and the cultural strategy | David Nuttall | Theory of Change models are in development for both the Cultural Strategy and City of Culture to articulate the ambitions, obstacles, principles, drivers and measures of change. These models identify the contribution that City of Culture can make to inclusive growth and to goals for positive social and economic impact. These models will be owned and regularly monitored by the Cultural Place Partnership and through the governance structures currently being established for managing city readiness. |
| 8 | Determining what 'One Coventry' is and the role it can play helping the city and the council respond to the challenges being faced | Michelle McGinty | <p>One Coventry will become the vehicle for addressing our challenges both within the Council and across the city.</p> <p>A One Coventry Change Board (comprising of Corporate Leadership Team and Head of transformation) has been implemented and is well established. The Board has responsibility for oversight of delivery of One Coventry priorities and programmes. This Board is supported by the Council's Extended Leadership Team, in order to ensure operational delivery and ownership.</p> <p>In addition, a One Coventry Operational Group has been established with a focus on the delivery of both strategic and practical actions required to fully realise the ambitions of our One Coventry approach.</p> |
| 9 | Taking forward the recognised need for a shared vision for working in partnership across the council and the city | Michelle McGinty | <p>A People Partnership is in its early stages of implementation with a focus on strengthening partnership arrangements across the city and working together to create connectivity. This Partnership includes lead representatives from key partner organisations including both Coventry and Warwick Universities, West Midlands Police, City of Culture, Whitefriars Housing and Coventry and Rugby Clinical Commissioning Group.</p> <p>There is a strong commitment from this Partnership to develop a shared purpose and narrative that meaningfully connects all organisations. The Partnership will mobilise leadership and drive shared activity at pace, with members holding each other to account.</p> |

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| 10 | Strengthening delivery of the change programme to support the transformation agenda | Michelle McGinty | The Council is clear about its corporate priorities for change and transformation. Oversight of delivery of programmes of activity to deliver these, are overseen through the Council's Change Board. Governance arrangements for each programme have been refreshed to ensure clear accountability for delivery of change at pace and with a focus on targets that are set. The scale of change that is required across the Council is challenging and an ongoing responsibility for the Change Board will be to ensure that sufficient resources are available to deliver what is required. |
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