



LGA Peer Challenge

14 to 16 May, 2024

DRAFT

ACTION PLAN



LGA Peer Review themes

The five high-level themes the LGA cover for all Corporate Peer Challenges are:

1. **Local priorities and outcomes:** Are the Council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all its communities?
2. **Organisational and place leadership:** Does the Council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture:** Are there clear and robust governance arrangements? Is there a culture of respect, challenge and scrutiny?
4. **Financial planning and management:** Does the Council have a clear understanding of its current financial position? Does the council have a strategy and a clear plan to address its financial challenges?
5. **Capacity for improvement:** Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

We asked the Peer Team to also consider the following matters, which are important to Boston Borough Council:

- **Organisational sustainability** in its widest sense, including relationships with external providers and partners.
- **Effective governance and culture** including leadership style and scrutiny.



Action Plan Monitoring arrangements

- Leadership Team (monthly governance meeting)
- Briefing to Cabinet each quarter
- Corporate and Community Scrutiny - six monthly

Action Status	
Completed	
Not started	NS
On plan	Green
Off plan but mitigation in place to get back on plan	Yellow
Off plan and no mitigation	Red



Action Plan

Recommendation	Action to be taken	Evidence	Lead	Timescale	Status
Develop and communicate widely a long-term strategic vision for the Borough of Boston in collaboration with partners.	We have a vision. Further round of engagement with Partners to ensure the Growth and Prosperity Strategy is understood.		Director of Economic Growth	Ongoing	
Consider identifying senior officer capacity to support the Chief Executive and Leader to manage sovereign relationships and provide visible place leadership for Boston BC.	The newly recruited Director of Economic Growth will provide additional capacity to support the development of local relationship in the context of the Partnership.		Director of Economic Growth	Ongoing	
Undertake systematic engagement to gather and utilise customer insight to inform Boston BC's priorities, service delivery, and transformation.	Establish regular residents' survey.		Group Manager – Insights and Transformation	March 2025	
	Continue to develop the intelligence hub and include additional data sources.			Ongoing	
	Maximise opportunities to engage with residents on Levelling Up and Towns Fund initiatives		Economic Growth and Programme Delivery Directorates	Ongoing	
Raise the strategic influence of the communications function.	Deliver a training programme to support the development of the communications function within the Council/Partnership.		Assistant Director - Corporate	March 2025.	



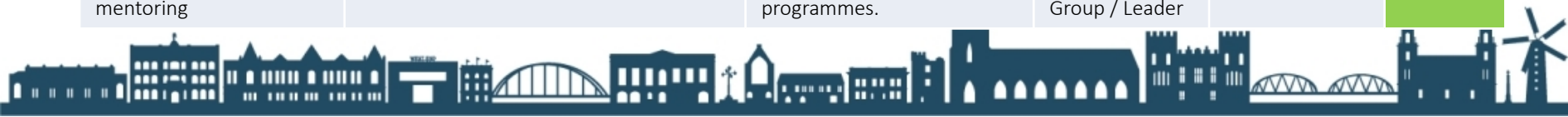
Action Plan

Recommendation	Action to be taken	Evidence	Lead	Timescale	Status
To fully deliver the benefits of transformation and support staff wellbeing and retention:					
Develop a robust multiyear Transformation Programme aligned to the MTFS savings plans, vision and priorities.	Programme to be expanded from current year (24/25) into a multi year programme.	Detail is set out in the monitoring document reviewed by SLT, Lead Members and Cabinet.	Deputy Chief Executive (Corporate Development) and Assistant Director - Corporate	31 st March 2025 to align with new MTFS.	
Prioritise and accelerate the programme of Service Reviews and be bolder in these.	Undertake Service Reviews and ensure, where appropriate, there is cross directorate working.	Programme of service reviews is in place.	Corporate Management Team	Each planned service review has its own timescale.	
	All service reviews to have a supporting communications plan			Ongoing	
Continuously review and align capacity to ensure ability to deliver priorities.	Continue to review capacity in services and use capacity reserve to bolster resources.	Topic of discussion at Senior Managers' conference	Corporate Management Team	Ongoing	
	Use capacity funding from projects to increase capacity where needed.				
Create Strategic Senior HR capacity to drive the programme of activity around Terms and Conditions and pay spine to mitigate potential future cost and capacity risks.	Discuss resourcing requirements and priorities with HR	Resourcing is regularly discussed with HR linked to transformational activity and additional resources have been built into the HR team to support this work. HR can discuss with the Council if more resources are required.	Assistant Director – Corporate	Ongoing	



Action Plan

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Reset Member –Officer relationships and behaviours , including:					
Formalisation of protocol for councillor triage system.	Review, develop and embed the effectiveness of the triage function by the Member Liaison Officer in consultation with Members and establish next steps to further develop.		Assistant Director - Governance	30 September 2024	
	Establish Member Intranet to help Members find information more easily.		Assistant Director - Corporate	30 November 2024	
Training for councillors and senior officers on respective roles, behaviours and code of conduct.	Member Development Group to be established Partnership-wide and to identify training needs, to include training on code of conduct, roles and responsibilities and behaviours.		Assistant Director – Governance	30 September 2024	
	Workforce Development Board to consider training requirement for Senior Officers	Review against committed training for 24/25.	Group Manager - Organisational Improvement and Development	30 September 2024	
	Review officer / member protocol as part of Constitutional Review.		Assistant Director – Governance	31 March 2025	
Top team development between Cabinet and SLT/CMT	Continue to build relationships through Cabinet/SLT away days, using the away days as opportunities for development.		Chief Executive	Ongoing	
LGA political leadership development and mentoring	To be considered for the Member Development Programme.	Number of members already engaged in LGA programmes.	Member Development Group / Leader	31 December 2024	



Action Plan

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Develop a comprehensive programme of learning and development for elected councillors, including training on overview and scrutiny.	Establish Partnership-wide Member Development Group and work programme		Member Development Group	31 December 2024	
	Deliver a programme of scrutiny training		AD - Governance	31 December 2024	
To enhance governance and mitigate strategic risk :					
Take external advice on PSPS Board governance to seek assurance that structures reflect good practice.	To seek advice.	Legal advice was sought in the development of the existing governance arrangements for the company, which are set out in the JVSA and Management Agreement.	PSPS Chief Executive <i>(reporting back to SELCP AD – Corporate)</i>	31 August 2024	
Take actions to provide reassurance that concerns raised by external audit have been fully addressed.		SLT are confident any concerns raised have been addressed any new concerns will be treated with importance.	Senior Leadership Team	Ongoing	
Take further steps to achieve seamless working between PSPS and Boston BC to drive transformation.	Communications Plan to be established for the company to communicate with the Councils.	Briefing note three times a year launched for Members ‘Your Latco’ Subject specific briefings – AI, Transformation, as examples. Company continue to engage in Partnership activity.	PSPS Chief Executive	Ongoing	
	Ensure PSPS plays an active role to support Partnership/Council transformation		PSPS Chief Executive	Ongoing	



Action Plan

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Embed the commitment to climate action in services to deliver green ambitions and address key risks to Boston BC.	Roll out Carbon Literacy Training to Officers and Members.		Assistant Director - Regulatory	Ongoing	
	To agree and embed an environmental monitoring tool for informing decisions made by Members, and day to day service considerations, that ensures climate change and environment implications are fully understood in line with the Sub-regional Strategy's Environment priority and sovereign Net Zero targets.			30 September 2024	

