

The action plan is to be developed in response to the recommendations of the LGA Corporate Peer Challenge which took place in January 2019.

The activity set out in this action plan will also be either listed as a deliverable in the Corporate Plan and/or will be embedded in directorate/team plans, and progress will be monitored through those plans.

Peer Review Recommendation		Activity	Leadership Owner	Target for completion	Status	Comments/Milestones
Capitalise upon the opportunity that exists for the council as an organisation and a leader of place, involving establishing a clear vision and sense of purpose	1.	Launch the Corporate Plan which sets the council's vision for the borough and for the council over the next four years together with our main strategic outcomes and priorities.	Stephen Evans	March 2019	Complete	The Corporate Plan was launched with staff at two all staff events on 25 March and published externally in early April. The vision and outcomes of the Plan will frame the council's engagement and comms output and future budget decisions.
	1.1	Develop directorate service plans, team plans and individual staff objectives to create a clear 'golden thread' throughout the organisation	Stephen Evans	July 2019	In progress	Standard templates are being developed so there is consistency in plans across directorates. Each council directorate - Corporate & Commercial; Communities; Growth; Adult Social Care and Housing; - will develop a service plan which will be monitored via directorate senior management team meetings. AFC's service planning framework will reflect the Corporate Plan and be monitored through the contract monitoring arrangements'
	1.2	Develop a longer-term vision for the borough and the future of local services, involving residents, businesses and partners.	Ian Thomas	April 2020	Not started	Scheduled to begin in June.
	1.3	Wide public engagement in the future growth and development of the borough; Phase 1 issues and options consultation.	Naz Hussain	Dec 2019	In progress	The Early Engagement consultation for the Local Plan (new name for the Issues and Options) was agreed by the Council's Strategic Housing and Planning Committee on the 28 March 2019. The consultation will launch in May 2019.

	1.4	Developing a cross-service engagement model to ensure a range of services (RBK and VCS) are brought in to reach diverse audiences. Initial work on CRE engagement as an example bringing together Regen, Housing, Culture, Public Health	Naz Hussain	Dec 2019	In progress	Offer being developed to support residents ready for 'launch' to CRE residents in May 2019. Louise Footner, Lou Rawsthorne, Duncan Brown
	1.5	Work with partners to develop a new 10-15 year strategy that ensures the resilience and vitality of Kingston town centre, to deliver a more diverse and sustainable economy.	Naz Hussain	October 2019	In progress	Work has commenced with partners on producing a Reimagined Vision for Kingston Town Centre. This will be accompanied by a regeneration programme, including a timetable for the delivery of strategic council owned sites, which will be consulted on internally from September 2019.
Seize the place leadership and partnership mantle – undertake stakeholder mapping, re-build relationships where necessary and invest the required time, effort and engagement across the board	2	Undertake a stakeholder mapping exercise involving determining who needs to be engaged and influenced, to what effect and who is best placed to lead the necessary engagement.	Stephen Evans	September 2019	Not started	To commence in May, led by the new Strategy & Partnerships Manager and Consultation & Engagement Officer roles
	2.1	Work to strengthen participation in the work of the local Safer Neighbourhood Board (SNB).	Stephen Evans	Ongoing	In progress	Working with the SNB chair and the Police to ensure that all ward panels and other organisations appointed to the Board are appropriately represented, and that all MOPAC requirements for SNBs are met.
	2.2	Key Cultural Strategy aims being delivered through cultural asset mapping to feed into Local Plan and ongoing engagement with the culture and heritage sector.	Stephen Evans	March 2020	In progress	A Member/Officer oversight board is in place to guide delivery of the Culture Strategy, with representation from across council departments.
FINANCIAL CHALLENGE						
Establish a single, shared understanding about the scale of the financial challenges being faced	3	Develop a strategy which sets out key stakeholders, messages and processes for engagement and help facilitate the co-design of solutions and opportunities to meet the challenge.	Sarah Ireland / Stephen Evans	April 2019	In progress	This is being jointly progressed by the Finance team and the Communications & Engagement team. The MTFS 2019/24 will set out the financial challenge and form the basis of the communication and

						engagement plan across the Council and for external stakeholders.
Establish mechanisms that provide real grip and rigour around the delivery of savings and budget spend	4	Implementation of budget readiness programme which identifies early if there are delivery issues and provides resources and support from the enabling services within the Council to help ensure the project is delivered. The establishment of a new corporate PMO will support greater assurance regarding the delivery of budget savings The implementation of the reviewed Corporate Transformation team will ensure that flexible resources can be quickly secured to provide additional capacity/specialist skills where needed.	Sarah Ireland	Ongoing	In progress	The PMO will work with officers to ensure robust project/programme management arrangements are in place to ensure early indication of any potential issues and help leverage/coordinate support from across the enabling services to tackle any identified issues.
Grip the financial challenge – create a comprehensive Medium Term Financial Strategy that reflects a range of means by which to address completely the full extent of the financial challenges facing the council	5	The in-year financial position will be reported to Finance and Contracts Committee at every meeting with details of savings and any recovery plans. The Strategic Leadership Team will review the budget monthly.	Sarah Ireland	Ongoing	In progress	Finance & Contracts Committee to receive a joint performance & finance report quarterly providing forecast 19/20 outturn and 19/20 savings delivery. This will provide details of proposed mitigation for adverse variances or for savings unlikely to be delivered on time.
	5.1	Risk register, budget monitoring and performance against corporate plan will be brought together and presented to strategic committees, to ensure widespread understanding and ownership.	Stephen Evans	Nov 2019 and ongoing	In progress	The newly established Corporate Performance and Risk Board is overseeing the development of the combined report, that will start being presented to committees for scrutiny.
	5.2	Develop detail within the MTFs which will set out how the Council will continue to be financially sustainable including the impact of the dedicated schools grants funding.	All of the senior leadership team	Ongoing	In progress	The MTFs 2019/24 is in development and will be reported to Finance and Contracts Committee on 27th June 2019
Ensure the way the budget is allocated accurately reflects the council's priorities	6	Instigate an outcomes based approach to budget setting over the lifetime of the MTFs to ensure that resources are allocated to the key outcomes and supports the Corporate Plan priorities.	Sarah Ireland	December 2019	In progress	The Corporate Plan sets out priorities for the Council and outcomes to be achieved. The 20/20 - 23/24 budget process will be designed to consider budget options against these

						priorities to identify how outcomes may be impacted by changes put forward. Principles of outcomes based budgeting and outcomes based accountability will be used to shape the budget conversations.
Jointly corporately developed solutions, reflecting the complex and cross cutting nature both of what the council exists to deliver and the way in operates. Extend further in order to maximise the opportunity for partner involvement	7	Complete a cross-cutting review of the council's approach to VCS grants and commissioning.	Sarah Ireland	April 2020	In progress	The review of the VCS commissioning is now underway and includes not only commissioning and grants but also procurement, assets, financial assistance and sector support. The review is being carried out working in partnership with the VCS to develop a mutually agreed approach that maximises investment in the sector.
	7.1	Develop a 'Kingston Community Partnership Contract' which articulates the relationship between RBK and the VCS.	Sarah Ireland/ Stephen Evans	April 2020	In progress	The VCS review will help shape a renewed relationship between RBK and the VCS and the agreed new approach will form an important part of a partnership contract.
	7.2	Develop a Commissioning, Procurement and Contract management framework that ensures consistent best practice across all council's commissioning activity, delivers best value and improved outcomes for Kingston's communities ensuring it maximises support to local business and enables SMEs to be part of the commissioning process.	Sarah Ireland	Dec 2019	In progress	A new commissioning framework is currently being developed, with exploration as to how we can best engage with local businesses / VCS to co-produce. The framework is anticipated to go to Committee in September 2019 for approval. The associated social value policy and ethical procurement policy will be complete by December 2019.
	7.3	We are working with our strategic partners on developing a shared vision and priorities for the partnership and how we use our collective resources to maximise impact and positive outcomes for our communities	Stephen Evans	Sept 2019	In progress	Vision drafted and circulated for further comments/agreement at next meeting April 2019. Activity to be developed - links to 2030 Vision.
	7.4	Deliver a number of change programmes jointly with NHS partners and other	Stephen Taylor	Ongoing	In progress	The first draft of the H&CP is currently out for comment, having

		stakeholders that progress integration between health, social care and housing services which bring together initiatives that enable our residents to live independent, healthier lives specified in the Health and Social Care Plan. e.g. social prescribing through Connected Kingston				been led by the CCG. We are working to give this is a greater emphasis on social, strength based responses to health and social care need both for children and adults.
	7.5	Develop a joint strength based approach to primary care networks with local partners through risk stratification and new ways of working.	Stephen Taylor	Ongoing	In progress	Jane Bearman leading
	7.6	Work with health partners to produce a Health & Care Plan for Kingston which will also form the basis of the joint response to the NHS Long Term Plan, focusing on opportunities to improve health, well-being and independence in Kingston.	Stephen Evans	Sept 2019	In progress	Health and Care Plan engagement to be carried out with partners and communities during May. Plan to be published in July 2019.
	7.7	Engage in the delivery of the Internet of Things pilot as part of the South London Partnership work.	Stephen Evans	April 2022	In progress	Project governance established with Growth Director engagement in progress. Funding release documentation being finalised with aim to submit by end of April. Pilot deployment planned for summer 2019 once user case prioritisation and procurement have been completed.
Move away from a 'deficits narrative' to one that focuses instead on the resources still available within the borough and the opportunity and potential that exist	8.	Focus more on what we will be spending our budget on and the services we will provide, as well as highlighting more local success stories	Stephen Evans	Ongoing	In progress	Building on the launch of the Corporate Plan, the council is working with services to highlight case studies for communication through internal and external channels
	8.1	Campaign to run throughout the year on where we spend the budget and the positive outcomes this achieves linked to Corporate Plan the themes.	Stephen Evans	Ongoing	In progress	Plan being developed to go to SLT in May 2019.
	8.2	Develop a new internal communications and engagement strategy that ensures we have	Stephen Evans	June 2019	In progress	Plan being developed to go to SLT in May 2019.

		consistent shared messages and celebrate success.				Review of channels will involve staff. RBK Matters makeover underway.
ORGANISATIONAL LEADERSHIP AND GOVERNANCE						
Bring about greatly improved communication across the council	9.	See action 8.2 above				
	9.1	Improve the culture of the organisation so that all leaders and managers see effective communication and engagement as a core part of their responsibilities	Ian Thomas	Ongoing	In progress	Culture change programme is underway. All workstreams of the emerging OD strategy will be focused towards embedding the required culture. A core part of the strategy will be to build employee voice and involvement. Engagement on the strategy content took place in autumn 2018 and feedback was shared with SLT in January 2019. Draft 1 of strategy is currently in progress, aim to launch Spring 2019 but some projects already happening.
Establish greater collective leadership of corporate and strategic issues, which requires support and the creation of the necessary space and time	10	The SLT to set time aside to reflect on corporate and strategic priorities and to design a performance and accountability frameworks to ensure improvements are made at the requisite pace	Ian Thomas	Ongoing	In progress	Risk management framework session planned for May 2019. Refreshed corporate performance management reporting system in development. First quarterly report will be considered by SLT in July Staff performance by outcomes approach is a priority theme of the OD strategy.
	10.1	Reshaped Transformation programme formed around cross cutting themes that supports and drives the organisation to think innovatively and identify new solutions to strategic issues.	Sarah Ireland	Ongoing	In progress	Transformation themes are currently being reviewed and will be presented at SLT for discussion in April 19. Work is also underway, as part of the development of the OD strategy, to develop an approach to change and improvement that provides opportunities for strategic thinking and fosters a culture of innovation.

	10.2	Develop a joined-up enabling services offer that provides collaborative and coordinated corporate support and resource to services, working collectively to resolve issues.	Sarah Ireland/ Stephen Evans	Ongoing	In progress	The enabling services leadership meeting has been initiated bringing together all ADs across Communities and C&C with a key corporate responsibility. The aim of this group is to ensure corporate services work collectively to support and challenge services and leverage corporate resources to support the delivery of strategic priorities. Agreed ways of working are being developed.
	10.3	Redesigned Corporate Leadership Group with more focused sessions	Sarah Ireland	Ongoing	In progress	Meeting monthly
Continue the review of the council's Constitution and governance arrangements	11	Complete review of procedural rules with extensive engagement with all members.	Sarah Ireland	September 2019	In progress	The constitutional review phase 1 was completed and recommendations implemented. Phase 2 is underway; workshops held with members have highlighted a desire for more modern and agile decision making process and earlier engagement with residents. Phase 2 proposals will be taken via F&C to Full Council in July 2019 and if supported will be implemented immediately. Part of the review is the development of a 'Decision Pathway' document which succinctly, diagrammatically explains the processes by which decisions are made at RBK - It is intended that this will form part of an induction pack for officers.
Clarify the confusion between meetings of the council held in public with public meetings	12	Action as part of the review of the Constitution and embed in the new Community Engagement framework	Sarah Ireland	September 2019	In progress	As above - n.b. Communications & Engagement have been working closely with Democratic Services to ensure better co-ordination on consultations.
Distinguish between	13	Action as part of the review of the	Sarah Ireland	September	In progress	Covered in phase 2 of the constitution

reporting to committee for decision- making purposes and doing so to keep elected members informed		Constitution		2019		review.
Adapt the training and development provision for councillors so they are clear on how things should operate	14	Review the members learning and development programme	Sarah Ireland	September 2019	In progress	Democratic Services have implemented specialist training on chairing meetings and the code of conduct and more is planned.
Councillors should look to engage more with wider local government	15	Councillors to utilise the LGA's councillor development support and working with London Councils.	Cllr Green	Ongoing	In progress	LIZ
Ensure councillors know who is taking forward enquires and the timescales for a response.	16	Pilot a new casework management system with councillors which will make it easier to log, manage and track casework.	Stephen Evans	Feb 2019	In progress	Casework Management System launched and pilot underway
	16.1	Customer services team to work closely with all services to improve the quality and timeliness of responses to member enquiries and casework.	Stephen Evans	Feb 2019	In progress	Councillor Enquiries tracking in place and support provided to improve performance.
CAPACITY TO DELIVER						
Conclude the organisational re-structure in as timely a fashion as possible	17	Review all teams below Corporate Heads of Service	All SLT	April 2019	In progress	Most teams now under review, some due to complete in April and others completion by autumn
Ensuring it fully values, supports and involves its people and makes the best use of what they have to offer	18	Develop an organisational development strategy that provides staff with the tools and support to do their job and transform services	Sarah Ireland	Summer 2019	In progress	Draft 1 being written - aim to launch spring 19
	18.1	Create a learning and development programme that nurtures and grows talent and staff engagement process that is inclusive and empowering.	Sarah Ireland	Autumn 19	In progress	L&D review completed and paper with recommendations shared with AD People and OD. Recommendations will be actioned

						either in line with the HR restructure or earlier as appropriate to the action needed
	18.2	Continue to develop the refreshed Employee Voice forum as a channel for keeping staff informed about what's happening in the Council and for staff to discuss ideas, issues and possible solutions.	Sarah Ireland	Summer 2019	In progress	New forum launched, this will be further embedded by the employee involvement model proposed as part of the OD Strategy roll out
Prioritise/sequence the corporate system and process changes that the council recognises are needed and then inject pace and rigour at each stage	19		Ian Thomas	Ongoing	In progress	Development of a new corporate PMO provides an opportunity to bring a more coordinated approach to change and improvement that will support improved collective corporate oversight and provide the opportunity to prioritise. Initial discussion re PMO to take place at SLT 09/04
Enable widespread staff involvement and engagement right across the council and tap into the knowledge of its own staff and draw in learning from others in local government.	20	Develop a new internal communications and engagement strategy, and review channels and methods	Stephen Evans	Ongoing	December 2019	Strategy will be shaped with staff. The Staff Conversation 23rd April will be seeking reviews on recent staff events and other ways of asking staff for their views on communication, including a staff survey, will inform the approach.
	20.1	Agree a mechanism for measuring the employee experience and engagement and building opportunities for employee input and involvement into the way we work.	Sarah Ireland	Spring 2019	In progress	This has been built into the OD strategy roll out and governance plans - there will be employee forums to develop work streams and an employee voice member on the OD board and in project groups
	20.2	Develop an approach to innovation that supports a positive accountability culture across the organisation by enabling all staff members to turn ideas into tangible deliverables with evidenced impact	Sarah Ireland	Ongoing	In progress	The approach to transformation, change and improvement is being developed as part of the drafting of the new OD strategy. Developing approaches that enable all staff members to identify future

						opportunities and solutions to issues will be central to the new approach. This will include the refresh of the Innovation Hubs.
COMMUNITY ENGAGEMENT						
Determine what community engagement means in Kingston and the approaches to be adopted	21	Continue with the development of a community engagement strategy which is designed to articulate the council's vision for community engagement under the guidance of the Community Engagement Committee and engaging residents at the local level through Neighbourhood Forums.	Stephen Evans	Ongoing	In progress	Working with services across the council to shape - next iteration will be presented to SLT May.
	21.1	Develop an Open Democracy Programme.	Stephen Evans	Ongoing	In progress	A number of engagement activities are scheduled to commence in May and June including participatory budgeting for parks and green spaces and citizens assembly on air quality. Will be using digital platforms and social media to influence and shape decision making.
	21.2	Carry out an annual Residents Survey and publish results on the council's website.	Stephen Evans	Annual	In progress	The 2019 survey has been completed and the report is drafted and will be published in May 2019.
	21.3	Hold more Let's Talk... community engagement themed events at locations across the borough	Stephen Evans	Ongoing	In progress	Scheduling events for Neighbourhood Forums in May, Local Plan and Air Quality in June/July.
	21.4	Update the council website to ensure all public consultations are easily accessible.	Stephen Evans			Main consultation page has been updated with a link to our consultation portal. The consultation portal is up-to-date and a more formal process for using it is being worked on. Liaising with IT/Web Team about bringing the consultation portal onto the homepage so it's more prominent.
	21.	Create a register of local community,	Stephen	In progress	July 2019	Our consultation portal collects

	5	residential, business and voluntary groups that will be consulted as of right on matters of local interest and service provision.	Evans			information on anyone completing our consultations. This needs to be combined with other lists we hold and developed into a wider database.
	21.6	Collaborate with key partners and stakeholders across the borough to create consistent messages and support each other to reach wider and more diverse audiences.	Stephen Evans	April 2020	In progress	LF, PT and JM leading Building into Community Engagement strategy. Working with Kingston Strategic Partnership on Communications Framework for shared messaging. Collaborating with Kingston University on Town House as their civic space