

Draft Peer Review Recommendations Response

	Peer Review Recommendation	Southampton City Council Response	How this has been incorporated
1.	<p>Continue to move from a short term internal focus to a longer term ambition as leaders of place. The Council should be confident about its future and continue to focus increasingly on the longer term outcomes, and less on shorter term budget challenges and restructuring of services. These need to be done but not be the cultural driver. More alignment with, and reinforcement of, medium to longer term strategic and longer term planning might be achieved by a move to four yearly all out elections.</p>	<p>The agreed operating model and related restructuring of the council is now in place and the Leader has made it clear that he does not any further changes to the operating model and the organisation. Therefore there will be more capacity to continue with making significant improvements for the city's residents and businesses.</p> <p>The Outcomes Based Planning and Budgeting approach enables greater alignment with, and reinforcement of, medium to longer term strategic and longer term planning. This has enabled medium term financial planning and as a result, the council, did not have to consult on its annual budget in 2017/18, for the first time in the last decade.</p> <p>The move to 4 yearly elections is a political issue which will need consideration by elected Members</p>	<p>Next refresh of the Council Strategy will take this into account.</p>
2.	<p>Develop a single set of political, organisational and vision based priorities that are unique to Southampton. Consider including the 'Executive Commitments' within the Council Strategy so it is seen to be informed by political priorities as well as data and analysis of need. Ensure the City Strategy, developed with partners, better capitalises on the strengths and assets of the city including the Port.</p>	<p>The Outcome Plans provide the detail on bringing together political (Executive Commitments), organisational (Modern, sustainable council and operating model) and vision based priorities (Council Strategy outcomes).</p>	<p>All Executive Commitments have been incorporated into the following sections of the 5 Outcome Plans: 2018/19 objectives and targets 2018/19 investments (revenue and capital) medium/ longer term goals</p>
3.	<p>Match the ambition of those priorities to the Council's capacity and capability to deliver. Be clearer about the top things that need to be delivered, and what areas will be de-prioritised or de-commissioned. There is a set of priorities about what the Council wants to achieve which are then reflected in core behaviours and performance contracts,</p>	<p>A prioritisation plan has been developed and will be managed by the council's Programme Management Office. Once agreed, this working document will be kept under review jointly by the Cabinet and the Council Management Team.</p> <p>A council wide push to get appraisals completed is being led by example (by CMT) and all appraisals for 2018/19 have to be completed by early April 2018. These objectives should show the golden thread which is also being</p>	<p>Explicit alignment and linkage between Council Strategy, Medium Term Financial Strategy, Workforce Strategy, Customer Strategy and the Digital Strategy is shown in Appendix 5.</p>

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	thus aiming to embed the 'golden thread'. But less of a cohesive narrative about how the Council as an organisation will change and transform over the medium term to deliver that. Consider further explicit alignment and linkage between Council Strategy, Medium Term Financial Strategy, Workforce Development Strategy and the Digital Strategy.	emphasised through Induction Plus (for existing staff) there is greater understanding of how individual objectives contribute to council priorities.	
4.	Continue to proactively drive growth faster by refocusing on high impact developments to maximise the economic benefit and deliver the City vision. Ensure the sequencing, inter-dependencies and linkage between the high number of 'very important projects' is clearly communicated so that the wider 'masterplan' is better understood by all stakeholders and communities, and helps ensure effective co-ordination and resource allocation. Continue to deliver on the high impact developments as the masterplan is refreshed for the next long term period.	In 2017, Southampton improved its ranking in the Good growth for Cities Index by moving from 4 th to 3 rd , demonstrating the economic growth potential. Regular feedback from the business sector shows that the council has played and continues to play a central role in attracting investment to the city and encouraging the creation of employment and training opportunities for local residents. The list of 'very important projects' have nearly all been completed and the remaining are on track to be completed.	The masterplan is due for a refresh and this recommendation will be reflected in the development and approval of the next version of the masterplan.
5.	Work with partners, staff and residents to better promote the City of Southampton. The City has a wealth of fantastic assets and much to offer investors and visitors. Consider how opportunities for staff and citizens to be ambassadors for the city can be maximised. Review and renew the Council and City branding to reflect your ambition. Make more and better use of social media (including video and photography) as a key part of your messaging.	The City branding and profile is being led by a city wide group of stakeholders, chaired by Brad Roynon, chair of Culture Southampton. The council branding and use of social media is under regular review and will be reflected in the refreshed Communications Strategy.	Refreshed Communications Strategy to reflect council ambitions, branding and the use of social media as a key part of our messaging.
6.	Prioritise and focus on digital and ICT	This has been a top priority for the council since April 2017 and has	The recommendations

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	<p>transformation and investment as this is key to unlocking the Council's transformational goals:</p> <ul style="list-style-type: none"> • These need to be seen as whole council projects not just corporate • Ensure there are sufficient resources (e.g. the right team in place and appropriate levels of investment) • Continue to prioritise the Agresso upgrade and HR integration • Ensure master data management and give consideration to following the 'vanilla' Agresso as much as possible • Agree a defined approach to a Customer Relationship management system (This is critical and will need to be supported by substantial business analysis) • Ensure that social care systems are kept up to date and there is capability for systems to be inter-connected • Ensure behavioural change runs concurrently with the Digital and ICT transformation 	<p>gathered pace since the appointment of a new Service Director for Digital and Business Operations and the Service Lead for Digital and Strategy IT. This could wide project is sponsored at a political level by the Cabinet Member for Finance (who also leads on Customer and IT) and the Chief Strategy Officer (who chairs the Customer and Digital Board which drives the required improvements with robust project planning and resourcing. The Service Director for Digital and Business Operations leads on Digital and IT, working closely with the Service Director, Intelligence, Insight and Communication (Customer lead) and the Service Director Finance and Commercialisation (also the lead for the PMO).</p> <p>Priorities have been agreed with the first set of projects focussing on ERP (linking financial and HR systems) and client case management for social work. Resourcing for both have been agreed by Full Council. There are robust project management structures in place with the Customer and Digital board leading on overall programme management of all IT and digital projects. In parallel work is also underway in defining the scope of what we would like from a CRM system. Joint work is being planned on ensuring the learning and development programme led by HR&OD and the change management programme led by the PMO fully supports the development of digital and IT skills and behavioural changes.</p>	<p>have been incorporated into the implementation of the Digital Strategy and Customer Strategy approved by Cabinet in January 2018.</p>
	<p>Continue to develop 'financial discipline' throughout the Council to better support the delivery of the Medium Term Financial Strategy. Remember that finance is everyone's business. Continue to robustly and regularly monitor in-year budget performance, and ensure that more of the planned savings are achieved. Ensure that proposals to increase income</p>	<p>The council monitors the financial position on a monthly basis for management purposes and will continue to do so. This feeds into reporting to Cabinet on a quarterly basis for both revenue and capital expenditure. Regarding risk awareness, a further section has been added to the Cabinet and Council reports which requires report authors to consider the risks and mitigations of the proposals that are being put forward. This alongside the review of all the savings proposals and associated risk (similar to that carried out at the last budget setting) with this</p>	<p>The forthcoming year will see further developments around accountability and responsibility with budget holders becoming responsible for the forecast of their financial position. This monitoring includes the monitoring and reporting of</p>

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	<p>generation/collection remain realistic and proportionate whilst recognising that the council needs to take managed risks and not everything will be within its control.</p>	<p>being taken into account in determining the appropriate level of reserves and balances.</p>	<p>achievement of individual savings.</p> <p>The 2018/19 financial year brings a requirement for the 2019/20 budget gap to be resolved this will be achieved through further improvements to the Outcome Based Planning and Budgeting proposals with the intertwining of the commercial approach to delivering savings.</p>
	<p>Continue to improve organisational effectiveness by:</p> <ul style="list-style-type: none"> • Further embedding empowerment of managers and staff across the council • Ensuring clear accountability and responsibility (single owner) • Investing more in staff wellbeing activities • Ensuring appropriate arrangements are in place to support training and development • Reviewing all paper based systems to make them more productive whilst implementing the digital transformation programme. • Smarter use of data to inform decision making (ensure it doesn't become an industry) • Getting smarter at restructuring so that the organisation is not consumed by the process. 	<p>Since the Peer Review, the following progress has been made and further actions are planned:</p> <ul style="list-style-type: none"> • Review of processes and policies to enable greater empowerment for managers to make decisions • Development of a single prioritised list of programmes and projects, managed centrally, which will identify single owners and robust governance arrangements • Staff wellbeing programme, linked to Digital and Accommodation strategies, jointly led by HR&OD and Public Health, which will also prioritise Staff Survey feedback. • L&D programme has been developed; work is underway on a management development programme to complement the Business Academy programme that is currently underway for services that are likely to transfer into the LATCo. • The roll out of the ERP system will enable to all paper based systems to make them more productive • The Digital programme and the GDPR project is designed to enable greater efficiency, least cost and better use of data to inform decision making. • The Leader has given his commitment that there will be no further restructuring of the organisation once the current implementation of the operating model is completed. 	<p>Implementation of the Workforce and Digital Strategies</p>

