

London Borough of Redbridge

**CORPORATE
PEER CHALLENGE
ACTION PLAN
2025**



INTRODUCTION

In July 2025, Redbridge Council hosted a team of Officer and Member Peers invited to conduct a Local Government Association Corporate Peer Challenge (CPC). The Corporate Peer Challenge involved peers from the wider sector spending time with the Council to provide a friendly, but critical, challenge to the authority and its work. The Corporate Peer Challenge highlighted areas of good practice, as well as identify areas for improvement and ongoing support.

Corporate Peer Challenge Action Plan 2025

In July 2025, Redbridge Council hosted a team of Officer and Member Peers invited to conduct a Local Government Association Corporate Peer Challenge (CPC). The Corporate Peer Challenge involved peers from the wider sector spending time with the Council to provide a friendly, but critical, challenge to the authority and its work. The Corporate Peer Challenge highlighted areas of good practice, as well as identify areas for improvement and ongoing support.

The Corporate Peer Challenge focussed on the following five themes

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?
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 challenge and scrutiny?
4. **Financial planning and management:** Does the council have a strong understanding of its financial position? Does the council have a strategy and 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?

In addition, the Leader and the Chief Executive have proposed the Peer Team to provide observations and feedback on the following:

Place Leadership

- Strategic Partnerships – Health, Local London and GLA
- The effectiveness of the council's relationship with health partners. Are relationships strategic enough to support the service transformation, deliver improved outcomes and reduce costs?
- Regeneration plans for Ilford and the borough's other towns

Organisational Leadership and Governance and Culture

- Roles and responsibilities of Members and officers

Capacity for Improvement

- Delivery of the Councils cross-cutting Modernisation programme

Following review of key documentation shared by the Council and a site visit in July 2025, the Peer Team shared their Feedback Report. The report sets out **23 recommendations** across the thematic areas above. These are set out below with a summary of the activity that has started or is planned to in response to some of the areas of improvement that were identified.



1. VISION FOR REDBRIDGE

Co-develop a clear and ambitious vision that captures the borough's unique strengths, ambitions and future direction, acting as a consistent reference point for the organisation and its partners. This vision should guide decision-making, align priorities, and be widely recognised by residents, businesses, and stakeholders as "the language of Redbridge."

Recommendations	Actions
a) Co-design the vision – Engage members, staff and partners to shape this vision.	a) A vision for Redbridge is being developed in collaboration with members, staff and partners. The aim of the vision is to co-create a shared, long-term set of priorities for the borough which will inform future strategy, activity, collaboration, place making and investment in the borough.
b) Align with strategic plans – Ensure the vision directly informs new Redbridge Plan (2026-2030) and is embedded as the "golden thread" through service plans, team objectives and individual appraisals.	b) The vision will inform the development of the new Redbridge Plan (2026-30), service plans, team objectives and staff appraisals, ensuring strategic coherence ('a golden thread'). The Redbridge Plan will be developed in tandem with our budget setting processes and the roll out of our new modernisation programme, so that colleagues will be able to understand how these three pieces of work relate to each other, how they will help us to deliver the Borough Vision and how their work contributes to delivery of the Vision.
c) Communicate the vision – Develop and implement a communications and engagement plan to promote the vision consistently and widely.	c/d) A communication and engagement plan will be developed, and the Vision will be widely communicated to residents, staff and partners, and will be used to inform messaging in a range of outputs, including our emerging economic growth strategy and inward investment strategy.
d) Basis for external engagement – Use the vision to frame external messaging, partnership working, and investment strategies, demonstrating a clear, confident and unified direction for the borough.	

2. REBUILD THE BOROUGH PARTNERSHIP

Rebuild the Redbridge Borough Partnership around a shared long-term ambition for the borough, with co-owned thematic priorities and outcomes for all partners.

Recommendations	Actions
a) Co-produce a refreshed Borough Plan – Use this as the basis for deeper collaboration with health, education, business and the Community and Voluntary Sector (CVS).	<p>a) The forthcoming Corporate Plan will include a new vision for the borough, which will be developed with our partners. This will be used as the basis for discussions with statutory and voluntary and community partners about how we can collaborate on issues that would benefit from a system-wide approach to deliver better outcomes for our residents.</p> <p>We will reinvigorate our Borough Partnership at a strategic level to drive delivery of the Vision for Redbridge.</p> <p>We will review and refresh the strategic and operational groups throughout the Community Safety Partnership to ensure there is focus on joint ownership, collaboration and that there are clearly defined responsibilities for all partners around identified priorities.</p>
b) Health and social care – Bring the health and care system partners together to agree a bold Redbridge systems strategy and model of integrated working and the benefits this will enable for residents and partners.	<p>b) We will review and refresh the Section 75 agreement between the London Borough of Redbridge (LBR) and the North East London Foundation Trust (NELFT). This will create an opportunity to explore a more integrated, preventative model of care that better addresses the complex needs of local residents. This work will be in line with the development of our Neighbourhood Implementation Team model.</p>

2. Rebuild the Borough Partnership continued

Recommendations	Actions
c) Education – More proactively engage with the 16+ and adult education sector on skills pathways and ensure a continued focus on SEND recovery.	c) We have developed a SEND Improvement Plan and will ensure that it is comprehensively delivered. As part of the Priority Action Plan for SEND and Alternative Provision, the Local Area Partnership is developing a co-produced Preparing for Adulthood (PfA) Strategy. This will involve a range of stakeholders, including young people as well as professionals from education, children's social care, adult services, parents and carers, schools and post 16 providers. The Local Area Partnership will co-produce a joint strategic framework for delivery, ensuring a coordinated and accountable approach across all partners. Strategic capacity and data sharing will be strengthened to effectively plan and commission appropriate post 16 provision and to support young people with SEND transition into adulthood be that into sustained employment, education and/or training or adult social care services. To effectively support these transitions and ensure the aspirations of young people are effectively captured, 1-2-1 careers advice and guidance will be made available to all those with EHCPs from year 9 onwards.



3. PRIORITISATION

Adopt a more disciplined and deliberate approach to prioritisation, ensuring that resources and organisational capacity are concentrated on a smaller number of clearly defined, achievable priorities. This approach should guide both the remainder of the current Redbridge Plan and the development of the next plan (2026-2030).

Recommendations	Actions
a) Focus on agreed core priorities – Deliver the refined set of corporate priorities through to 2026, avoiding the addition of new priorities unless lower-priority activity is stopped or scaled back.	a) The corporate delivery plan up to the next municipal year has been agreed with Cabinet and delivery is being monitored through clear corporate governance arrangements.
b) Align resources to priorities – Review current programmes and projects, reducing or ceasing lower-priority activities to free up capacity and funding for the most critical objectives.	b) The Redbridge Plan will be developed in tandem with our budget setting processes and will be developed through a thorough process which focuses on the requirement for strict prioritisation, availability of funding and clear delivery plans.
c) Test future priorities for deliverability – As part of preparing the Redbridge Plan 2026-2030, assess all proposed priorities against available financial and organisational capacity to ensure they are realistic and achievable.	b/c) The Plan will be underpinned by detailed service plans which will support the alignment of resources to priorities and will include a stronger focus on outcomes and best value. Service plan development will be used as an opportunity to reduce, or cease, lower priority and unsustainable activity. The service planning process also prompt colleagues to consider deliverability beyond the financial year covered by service plans and to consider future risks which may impact deliverability. This information will then be used to interrogate the degree to which plans are realistic and achievable.

4. FINANCIAL SUSTAINABILITY AND ORGANISATIONAL GRIP

Address the immediate and systemic financial pressures through decisive action, stronger organisational grip and improved financial discipline. This should be underpinned by robust demand management, improved commissioning and procurement and strengthened budget ownership.

Recommendations	Actions
a) Savings and income generation – Ensure all savings, income generation, and service delivery model options are considered. Be prepared to deprioritise or stop unaffordable activities, supported by a clear rationale and impact assessments.	a) The Modernisation Programme Team and our Finance Service are working closely with all services to identify opportunities to maximise income and ensure that our fees and charges are set at the right level and are benchmarked against neighbouring boroughs. They are also identifying benefits of digitalisation, automation and process reviews to increase efficiency and decrease costs. Together they have identified a range of efficiency and saving opportunities to refine further with services.
b) Demand management – Develop and implement targeted strategies in high-pressure areas, particularly temporary accommodation, adult social care and Children's services. This should include regular unit cost and care package reviews.	<p>b) The Demand Management Workstream of the Council's Modernisation programme focusses on areas of high spend across the Council and is developing strategies for how these can be managed and costs brought down. This programme will include:</p> <p>Temporary Accommodation – We will manage temporary accommodation costs and prioritise early intervention and prevention and develop a Housing Delivery Strategy to bring new social and affordable housing stock into the borough.</p> <p>S75 NELFT – We are reviewing the Section 75 agreement between the London Borough of Redbridge (LBR) and the North East London Foundation Trust (NELFT), which will create an opportunity to explore a more integrated, preventative model of care that better addresses the complex needs of local residents.</p> <p>Children with Disabilities – In the face of significantly increasing demand for this service, this programme will fundamentally change how we operate and will strengthen our preventative focus. It will manage demand differently by using the full range of partnership resources and parenting networks.</p>

4. Financial Sustainability and Organisational Grip continued

Recommendations	Actions
	<p>Council-Wide Commissioning Review – We are implementing spend controls and starting a longer-term review of governance, systems and processes around our commissioning, procurement and contract management arrangements to reduce cost and maximise efficiency.</p> <p>Alongside this, there is a recognition that Redbridge Council is the fourth lowest-funded London council per head yet faces the same issues and problems as many inner London councils. We will continue to lobby the Government for a fairer funding system, ensuring we receive the support we deserve to enable us to tackle systemic pressures which are beyond the capacity of local authorities to manage.</p>
<p>c) Budget ownership and literacy – Improve financial awareness and accountability across members and officers, supported by organisational development, better budget visibility and the successful implementation of the new finance system.</p>	<p>c) A mandatory training programme for all Members is in development and this will be implemented from May 2026. All Cabinet members will be expected to attend enhanced finance and budget training sessions. Training for officers is also being reviewed and requirements for this will be included in our new People Strategy Action Plan.</p> <p>The new finance system is due for implementation in 2026, and this will make reporting and analysis of financial data more readily available and timely. This process is being overseen by our central PMO team to ensure delivery.</p>
<p>d) Commissioning, procurement and contract management – Act promptly on the corporate commissioning review, finalise and maintain a centralised contracts register and ensure robust business case discipline for all major projects.</p>	<p>d) Our Council-Wide Commissioning Review (part of our Modernising Redbridge programme) will:</p> <ul style="list-style-type: none"> • Review and improve our commissioning and procurement functions • Review and improve our governance, systems and processes • Identify cross council savings through recommissioning and redesign or contract cessation <p>We will create a centralised contract register and will ensure procurement Gateways are introduced and adhered to.</p>

4. Financial Sustainability and Organisational Grip continued

Recommendations	Actions
e) Independent reviews and audit – Take the advice and recommendations from the CIPFA resilience review very seriously. And improve the implementation of accepted internal and external audit recommendations within agreed timescales.	<p>e) The CIPFA Financial Resilience Review Report contains recommendations that will need to be addressed by the whole organisation. A Finance Recovery Plan to address these recommendations will be developed and implemented.</p> <p>External Audit recommendations in relation our statutory accounts are already in train and will be regularly monitored and in place by April 2027 when we should be in a position to undertake accounts closure on our new finance system.</p>
f) Capital programme – Undertake a comprehensive review of the capital programme to ensure it is both affordable and deliverable, with realistic timelines and robust governance.	<p>f) We have already established clearer objectives and a robust governance framework for the Capital Programme via the Programmes and Change Team (Corporate PMO), ensuring all stakeholders are involved. The review will collect and analyse all relevant documentation, including business cases, financial forecasts, and delivery schedules. This will enable an assessment of the programme's affordability by modelling costs against available funding and prioritising projects based on strategic value and statutory need. The review will also evaluate deliverability by reviewing resource capacity, testing timelines for realism, and identifying key risks and dependencies.</p> <p>Once the assessment is complete, we will validate project timelines, strengthen governance with clear decision gates and regular reporting, and engage stakeholders to test assumptions and communicate changes. The review should result in a set of actionable recommendations, such as reprioritising, rescoping, or pausing projects, supported by a revised programme plan and enhanced monitoring arrangements. This approach will ensure that the capital programme remains affordable, achievable, and aligned with organisational priorities.</p>

5. REGENERATION

Develop an inward investment strategy, aligned with the council's vision and regeneration plans.

Recommendations	Actions
a) Create a clear masterplan for Ilford and use council assets and partnerships to attract developers, businesses and investors.	<p>a) We are planning a range of regeneration activities which will facilitate growth, attract investment and partnership opportunities and improve placemaking for the borough's residents, businesses and visitors. The strategic Priorities for the Regeneration Team are:</p> <p>Ensuring Economic Development – Building a strong economy within the Borough and supporting local businesses. Facilitating Inward Investment opportunities and attracting private finance. Creating a diverse range of work opportunities for our communities and ensuring they have the skills needed to benefit from local opportunities.</p> <p>Delivering High Quality Housing – Increasing the supply of quality homes and inclusive mixed-use living. There will be a range of residential options for all economic backgrounds and needs and we will focus on the provision of quality homes and public realm helping to create pride and "ownership".</p> <p>Facilitating Placemaking – Alongside the physical aspects of regeneration, we will enhance the creative, cultural, leisure, heritage and hospitality offer for the borough. We will encourage exciting and enticing meanwhile uses for vacant spaces and we will develop our green spaces and introduce public art wherever we can.</p> <p>We have a renewed focus on Ilford Town Centre regeneration and will work to create a vibrant, thriving, attractive borough centre. The Council's land ownership within the town centre will facilitate and support key interventions and will explore partnership approaches to delivery. Priority projects include the delivery of "Ilford Arrival", the development of a refreshed Ilford Vision and a new Masterplan, the Ilford Opportunity Area Planning Framework, and the progression of Ilford Western Gateway and Ilford Gyrotray programmes.</p>

5. Regeneration continued

Recommendations	Actions
	<p>Although Ilford is a key point of focus, the team will work across Redbridge and will apply the priority approach, outlined above, to Borough-wide projects such as improvements to Fairlop Waters and the wider Leisure & Culture portfolio as well as new business and enterprise facilities. The Team will proactively seek external funding and inward investment opportunities to support regeneration initiatives, identifying and targeting suitable funding streams, such as government grants, public-private partnerships and institutional investors. Establishing partnerships and a coordinated funding strategy to help unlock resources will be needed to deliver sustainable and transformative regeneration.</p>
<p>b) Promote Redbridge with greater confidence at a pan-London level with Local London, London Councils and the GLA, target investment forums and national level conversations with bodies such as Homes England.</p>	<p>b) We will develop a new Local Plan for the Borough to deliver the next phase of good growth for our local residents and businesses and to provide certainty for those investing in our Borough.</p> <p>We will establish forums for engagement with Registered Providers and developers to assist in enabling stalled sites and we will seek to strengthen our relationship with the GLA and Homes England through regular and positive dialogue about the opportunities for delivery in Redbridge. We will also ensure we are represented at London Councils and other national forms to promote our borough.</p> <p>The Strategic Asset Review is underway (as part of the Councils Modernisation programme), this will:</p> <ul style="list-style-type: none"> • Review existing assets held by the Council and their current usage • Assess the purpose and value of each asset • Develop strategic priorities for the Council's assets informed by service need • Develop an up-to-date Strategic Asset Strategy to maximise the benefits of our asset portfolio • Develop an updated Asset Management Plan

6. MODERNISATION PROGRAMME

Ensure the modernisation programme has clear objectives, robust governance, defined delivery milestones and strong staff engagement. Build confidence that modernisation is not purely structural but is equally focused on cultural and service improvements.

Recommendations	Actions
<p>a) Define the destination – Set out and communicate a high-level vision and desired future state for the modernisation programme, ensuring alignment with the refreshed vision and the new Redbridge Plan.</p> <p>b) Prioritise and phase delivery – Develop a clear roadmap that sequences delivery across the programme’s workstreams.</p>	<p>a/b) The Service Modernisation workstream is developing a transformation business case, setting out priorities/future design and a detailed implementation plan with clear milestones. The Modernisation Cabinet report due in October 2025 sets this out. Detailed delivery plans will then be developed.</p>
<p>c) Develop and establish a robust benefits framework – Quantify expected financial and non-financial outcomes, link them to the MTFs, and ensure they are tracked, reported and reviewed regularly.</p>	<p>c) The high-level benefits have been set out and presented to Executive Leadership Team in August. Further development of the benefits framework is underway with benefits registers being developed by Project Managers for each Modernisation project.</p>
<p>d) Strengthen accountability – Ensure the programme is a genuinely cross-council initiative, with collective ownership at ELT, Operational Directors and Head of Service level, supported by clear roles, decision-making protocols and escalation routes.</p>	<p>d) Executive Directors act as programme Sponsors and Chair the Governance Boards. Comprehensive governance arrangements are in place and there is internal audit support and external audit scrutiny in place to ensure they are fit for purpose.</p>
<p>e) Embed communication and engagement – Implement a structured communications and engagement plan so staff, members and partners understand the programme’s purpose, progress and their role in delivery.</p>	<p>e) A comprehensive comms and engagement plan is in place including the Modernising Redbridge Microsite, newsletter, items in the Chief Executive Team Talk communications and staff engagement is planned across workstreams.</p>

6. Modernisation Programme continued

Recommendations	Actions
f) Build enabling capacity – Ensure enabling functions (Digital/IT, HR, Finance) are fit for purpose and sufficiently resourced to support delivery at pace and scale. Invest in upgrades or replacements where necessary.	f) Discussions with enabling services have started and resource reviews of enabling services will take place to ensure the appropriate resources are in place. This will feed into the 26/27 budget setting process. A review of all digital systems will take place as part of the modernisation programme and will be overseen by the new Director of ICT and Digital Services.
g) Learn from past change – Incorporate lessons from previous transformation programmes, fostering a culture of openness and psychological safety so staff feel confident to contribute ideas and challenge constructively.	g) The Modernising Redbridge / Programme and Change Team (Corporate PMO) has created a Lessons learned log and capturing lessons from previous and current projects. Lessons learned will be integrated into closure documents.



7. EQUITY, DIVERSITY AND INCLUSION (EDI)

Strengthen and elevate the council's Equality, Diversity and Inclusion (EDI) approach.

Recommendations	Actions
a) Strengthening the EDI Board by ensuring representation from the very top of the organisation.	a) The Executive Director of Customers, Performance and Insight chairs our EDI Board, with other members of the Executive Leadership Team attending. These ELT members also act as sponsors for the staff networks, so are able to listen, empower, take away actions to enable delivery of equality activity and champion the work of the networks.
b) Empowering and raising the profile of staff networks with ELT/Director level sponsorship and protected time for staff to participate in network activity from all parts of the council.	b) The Executive Leadership Team members currently act as Sponsors for the staff network, being visible advocates for inclusion in the workplace, helping to raise awareness of the networks' work and their importance within the wider organisation. Sponsors offer guidance, encouragement, and senior-level insight to the network leads, helping align activities with organisational priorities. The Staff Networks are currently working with HR to develop a consistent Sponsor role description across all networks and ELT will review the sponsorship arrangements to ensure all networks have a sponsor.
c) Introducing targeted training and development programmes such as a diverse leader's programme.	The Staff Networks and HR colleagues are also working together to raise awareness amongst line managers to allow protected time for staff to participate in network activities.

7. Equity, Diversity and Inclusion (EDI) continued

Recommendations	Actions
d) Integrating EDI outcomes into the corporate scorecard and business planning.	<p>The Council has set out its direction of travel for Equality, Diversity and Inclusion at Redbridge, outlining how the Council will become a truly inclusive organisation that is representative of the diverse community it serves. One where we can capitalise on the rich diversity of the workforce to enable us to drive innovative solutions to meet the needs of our residents. This includes proposals to:</p> <ul style="list-style-type: none">• Develop an internal EDI Strategy and implementation plan as part of the overarching People Strategy• Review the EDI Governance Structure• Produce robust data to determine targeted training• Refresh our Diversity and Inclusion Training, including mandatory eLearning, and deliver bespoke face to face and targeted training for managers and all staff• Implement the Disability Confident Scheme <p>To support this activity, we will review and update the current Workforce EDI Action Plan and track monitor and report progress made against action plan bi-annually to ELT. We will also develop directorate EDI action plans, track, monitor and report bi-annually to the EDI Board.</p> <p>EDI outcomes will be integrated into the corporate scorecard and the Corporate Plan for 2026-30, as part of which we will articulate our workforce EDI objectives, activities and goals.</p> <p>As part of the Modernisation Programme, there is a workstream on Accessibility that will seek to improve equity and inclusion across Council services including a discovery phase to assess current practice and gaps; commissioning BI data on disability; embedding the social model of disability in policy and projects; and convening an Accessibility Working Group. It will explore standards or accreditations, assess digital literacy needs, and produce recommendations for improving customer access. Early priorities include customer front-door accessibility.</p>

8. IMPROVE HR SERVICE PROVISION WITH A FOCUS ON ORGANISATIONAL DEVELOPMENT AND APPRAISALS

Ensure the Human Resources service is fit for purpose, able to meet organisational needs and aligned to strategic priorities. This should include modern systems, clear processes and the capability to provide high-quality advice and support to managers.

Recommendations	Actions
a) Strengthen organisational development by investing in staff learning, leadership and progression. Develop a dedicated Organisational Development Strategy, aligned to an overarching People Strategy.	a) Through the People Workstream, within the Modernisation Programme, we will co-design the People Strategy with staff and managers. This will include a focus on Organisational Development at all levels. This is being informed by the staff survey, a behaviours and values refresh workstream and our subsequent insight into the future needs of the workforce. Current completion rates for appraisals are being reviewed by the HR Service and a review of the whole appraisal process is scheduled for April 2026 to ensure that the process, format and promotion of appraisals is optimised and aligned to the new Corporate Plan.
b) Prioritise improving appraisal completion rates by setting clear corporate expectations and holding managers accountable for delivery. Implement a digital system to record, manage and monitor appraisal objectives, ensuring they are consistently linked to organisational priorities and used to drive performance.	b) The HR system (iTrent) improvement project is underway which will include addressing any deficiencies in management information related to appraisals tracking and management.

9. MEMBER DEVELOPMENT

Refresh the council's member development offer ahead of the 2026 elections. Reflect on feedback from members and officers.

Recommendations	Actions
a) This refreshed programme should include a robust induction programme, tailored training for key roles (e.g. Cabinet members, committee chairs), with senior members encouraged to take up external peer mentoring and other leadership opportunities, such as the LGA's leadership programmes. The council should also consider establishing a cross-party member development working group to oversee and champion ongoing personal development.	<p>a) The new Programme for Member development is being developed and will be approved by our Governance & Assurance Committee so that it is ready for implementation in the next municipal year. This will include a robust and comprehensive programme of mandatory training along with clear information about the Local Government Associations (LGA) offer.</p> <p>In the meantime, information about the LGA's offer and leadership programme has been sent to Cabinet members.</p> <p>Group Leaders will be asked to identify members from their groups to form a cross-party working group as suggested by the Peer Team.</p>

10. COMMUNICATIONS AND PROMOTING REDBRIDGE

Develop an overarching Communications and Engagement Strategy to clearly articulate the council's vision, ambitions and priorities – both internally and externally. Use this strategy to raise the borough's profile as a place to invest.

Recommendations	Actions
a) Develop an overarching Communications and Engagement Strategy to clearly articulate the council's vision, ambitions and priorities – both internally and externally. Use this strategy to raise the borough's profile as a place to invest.	<p>a) The Redbridge vision is currently being developed and will inform the Council's emerging corporate plan for 2026 to 2030.</p> <p>An overarching communications and engagement strategy will be developed alongside the vision and the Council's Corporate Plan. This strategy will articulate our vision, ambition and priorities – both internally and externally. Storytelling will be central to the approach, using the voices of local people, elected Members, Council staff, partners and advocates to tell the story of Redbridge and the work of the Council. Focus, clarity and clear and consistent messaging will also be key principles underpinning this strategy.</p> <p>In the interim, communications plans are in place to support the Modernisation programme alongside a shorter-term communications plan that gives us focus and a framework for priorities, messaging and approach.</p> <p>In addition, a strategic approach for the Ilford Town Centre vision has been developed with the Regeneration Service. This provides a clear route map from the overarching corporate vision to tangible operational outputs and will be key to telling our investment story.</p>

IMPLEMENTATION AND MONITORING

Implementation

Much of the activity in the action plan has already started under the Council's Modernisation programme or within services. Where there are gaps, there is an opportunity to review and strengthen activity as part of the Council's service planning and corporate plan process and in line with the Council's Medium Term Financial Strategy (MTFS) Budget setting process. This will ensure that these actions are appropriately resourced and prioritised.

Monitoring

Following publication of the Peer Challenge Feedback Report and the Council's Action Plan, the council are required to have a progress review and publish the findings from this within twelve months of the Peer Team visit. The Local Government Association (LGA) will also publish the progress review report on their website.



