

LGA Peer Challenge: Action Plan – update report January 2020.

No	Peer Review Recommendation	Action Required	Lead officer(s)	Timetable	Progress update
1	<p>Communicate consistently the council's excellent investments and community leadership on leisure, economic and community projects</p>	<ul style="list-style-type: none"> • Prepare a new Corporate Communications Strategy to be aligned to the development of the new Corporate Plan in 2019 which will provide the focus for ensuring strategic communications are focused on the council's key priorities. • Be more pro-active in promoting the support we provide to projects. Through our grants programmes we will request that beneficiaries display a "Supported by Test Valley Borough Council" sign. 	Roger Tetstall & Kathryn Binfield	Summer 2019	<ul style="list-style-type: none"> • New Communications Strategy: Telling our story has been prepared and will be published by the end of January 2020. The strategy was developed corporately with all Heads of Service having input into the strategy to ensure that it is a communications strategy for the council. It focuses on five key priorities: <ul style="list-style-type: none"> ○ Be positive, proactive and credible to ensure our residents are well informed about what we do. ○ Enhance and protect the Council's reputation. ○ Explore how we can better communicate and influence a wider variety of people in our campaigns and communications. ○ Have a strong recognisable brand and identity to be clear about who we are, what we do and what we don't do. ○ Promote the successes of our communities and ensure our approach to communications aligns with our commitment to place-based working. • Independent Retailer Grants now have requirement to display a "supported by Test Valley Borough Council" sticker. • 34 news releases issued focusing on Business Incentive Grants, Independent Retailer Grants and Councillor Community Grants. • Councillor Community Grants - Offer letter contains conditions that: <ul style="list-style-type: none"> - applicant must publicise TVBC grant in all PR - applicant must invite Member to any launch - Link to corporate logo within offer letter to use on PR - Supported by Test Valley sticker to be displayed • Community Asset Fund - Offer letter contains conditions that: <ul style="list-style-type: none"> - applicant must publicise TVBC grant in all PR - applicant must invite Member to any launch - Link to corporate logo within offer letter to use on PR - Supported by Test Valley plaque to be displayed

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		<ul style="list-style-type: none"> Be more targeted in promoting stories to specific publications and media platforms. 			<ul style="list-style-type: none"> Continued to expand news release distribution with borough-wide news releases now sent to more than 60 outlets. This includes print media, radio, TV, community news websites, trade publications and community newsletters ensuring a greater reach. For example, the Andover town centre redevelopment story was covered on ITV Meridian on January 16, 2020 and the BBC has covered the Romsey citizens' assembly story which will be aired 19 January 2020. Issued more than 200 news releases in 2019, equivalent to around four per week, to highlight the council's key areas of work and its positive impact on communities. Last year also included two purdah or pre-election periods when publicity is restricted; therefore we expect to see an even higher number of releases issued in 2020. Town centre redevelopment project launched with a suite of communications including a video produced in house, 'glossy' marketing document and news release sent to all local and regional media outlets. Four thousand people completed the Andover masterplan consultation following a publicity campaign through the local media, online and linking in with our communities' team to engage directly with local groups. This number far exceeded the consultants' expectations as it was much higher than they had seen elsewhere. 35 news releases issued promoting the Chantry Centre, Andover town centre improvements (e.g. the arches) and Andover masterplan Publicised 24 successful court cases, including fly-tipping and food hygiene prosecutions. Worked to target specific publications and raise the profile of the impact the council is having on key issues. Recent examples include: <ul style="list-style-type: none"> MJ magazine: Tackling homelessness, Project Enterprise, Andover re-development plans, Innovation in Democracy (Romsey Citizens' Assembly). Estates trade press: Walworth Business Park regeneration Building Conservation Magazine – Town Mills Redevelopment Housing Matters in conjunction with Shelter - TV approach to asset-based work to tackle homelessness. The housing options team was shortlisted for "Front line team of the Year 2019" in the National Housing Heroes Awards and the Houghton affordable development scheme was shortlisted for an Excellence in

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		<ul style="list-style-type: none"> Work with partners around strengthening joint communications Develop a cultural mind-set where communications becomes an integral part of the day job 			<p>Planning for Homes award.</p> <ul style="list-style-type: none"> We took a more proactive part in the LGA's #OurDay campaign and achieved a strong engagement rate of an average of 10.35 per cent on our videos focusing on our staff members and their job roles. The LGA shared our video about the role of our Countryside Officer on Twitter, promoting our work at a national level. In addition, the OurDay video promoting our Environmental Services team reached 1,412 people and 125 people engaged with the post giving us an 8.8 per cent engagement rate (1.64 per cent is classed as 'good' on social media). OurDay posts about our customer services advisors reached 2,776 people across Facebook and Twitter, with 169 engagements giving us a 6 per cent engagement rate. Provided leadership ensuring effective joint communications on major issues. For example the Ocado fire in Andover. The following social media posts are just two examples of the positive comments received during the incident where the council was credited as having played a proactive role: <ul style="list-style-type: none"> <i>"At this moment in time TVBC seem like the most reliable source of information."</i> <i>"Fully agree, been so conflicting all the different pages. Best advice all day from TVBC."</i> Joint communications issued across a variety of key projects. Examples include: <ul style="list-style-type: none"> Town Mills redevelopment with Hampshire County Council and the Enterprise M3 LEP Andover town centre with the Andover Business Improvement District, Andover Redevelopment with Hemmingway Design and New Masterplanning Romsey Future – south of the town centre Masterplan with Nexus Citizens' Assembly, telling the story nationally in conjunction with DCMS, Democratic Society and the RSA. Engaging with partners such as Waltham Forest and Salisbury who were interested in our approach; and telling the story regionally with key partners taking part such as the Local Enterprise Partnership, Southern Policy Centre, and University of West of England. Walworth Business park in conjunction with Kier New leisure facilities in conjunction with Places Leisure. Partner quotes also included in a wide range of news releases, from parking charge reductions to grants and rate relief awards and homelessness. As a result of being more proactive in utilising the website and ensuring

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					<p>content is flexible and up to date there has been an Increased website traffic in 2019:</p> <ul style="list-style-type: none"> - Users: 372,548 (up 21.47%) - Visits (sessions): 707,254 (up 16.74%) - Page Views: 2,199,188 (up 19.69%) <ul style="list-style-type: none"> • We have branched out on social media from: <ul style="list-style-type: none"> - sharing news releases directly copied and pasted from the website - occasional community posts such as lost dogs, or corporate plan but this wasn't consistent or tailored to followers - promoting some events <p>To:</p> <ul style="list-style-type: none"> - sharing a wide range of topics and humanising the account with timely and relevant info (e.g events, #OurDay), - proactively acknowledging issues and owning being a trusted source of information early on during a problem or major incident (e.g Ocado fire) - adopting a more human approach and style, being a little more tongue in cheek when appropriate (e.g. Eaze graffiti) - sharing a wide range of content styles from gifs, images, links, videos, youtube links etc. - using emojis to better reflect the style and tone of our audiences - varying the tone and content of posts to appeal to different audiences - sharing behind the scenes of council life (e.g. elections) - being proactive in setting the record straight when people are posting incorrect comments on our page. <ul style="list-style-type: none"> • Facebook: <ul style="list-style-type: none"> - followers have increased by 64 per cent compared to last year - reach has increased by 66 per cent - engagement has increased by 11 per cent, showing we are posting what our followers want to see - people viewed our videos, which are all new this year, more than 6,000 times. • More people are interested in what we're saying on social media and they are talking back to us. We received more than 2,000 private messages in 2019, which reflects our increasingly positive interactions with customers. • We live tweeted behind the scenes at the general election count. • We shared 23 videos (including full videos, gifs, time-lapse videos) on Facebook this year, compared to 1 in 2018 and 3 in 2017. We reached

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					<p>more than 60,000 people sharing these videos.</p> <ul style="list-style-type: none"> Redesigned our internal staff and members' information bulletins to provide more eye-catching communications for employees, many of whom live in the borough. Following the Peer Challenge, work has been undertaken to raise the levels of awareness around strategic communications with Heads of Service and their respective teams. This has included an OMT workshop for the development of the communications strategy, communications officers visiting service meetings and the inclusion of a strategic communications item now forming part of the agenda for each service's performance board. Communications is also a standing item on the management team (OMT) agenda and Portfolio Group meetings.
2	<p>Explore different funding models, including joint ventures, to deliver further investment and economic growth opportunities</p>	<ul style="list-style-type: none"> As regeneration and redevelopment projects in our town's emerge, we will ensure an informed approach based on "what works", learning from others and seeking professional advice to guide the models that will deliver the right outcomes. 	<p>Roger Tetstall & Will Fullbrook</p>		<ul style="list-style-type: none"> Since the Peer Challenge took place both Andover and Romsey are in the process of producing Masterplans (to be published in 2020) to bring together proposals for the redevelopment of Andover Town Centre and Romsey South of Town Centre. In Romsey this is being led by Nexus Planning and Perkins & Wills Architects and in Andover by Hemmingway Design and New Masterplanning. Each Masterplan will involve the inclusion of viability consultants to test the proposals and projects with a clear focus on deliverability. In June 2019 Council agreed a £1M budget to enable the technical and professional advice required to progress the development and re-development projects in Andover & Romsey. Procurement of expert advice will be carried out in a number of different ways from single contracts for each project and/or joint procurement across projects where economies of scale can be achieved and is appropriate to do so. The Columbus Quarter project at Walworth Business Park was approved at the time of the peer challenge as part of a joint venture with Kier. Construction of 4 new units including the provision of food and beverage outlets has since been completed which has enhanced this area of the business park for the local workforce and created new jobs. From an investment perspective the sale of a long-lease was also finalised last year

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		<ul style="list-style-type: none"> Work with the Local Enterprise Partnership to maximise funding for regeneration and redevelopment projects and to exploit central government funding opportunities (eg. Future High Street Fund) 			<p>which has delivered a good return on capital investment to the council.</p> <ul style="list-style-type: none"> The Council has continued to grow its arm's length company Valley Housing Ltd. At the time of the review, the portfolio of properties was 10. That has increased to 14, with 3 further properties approved and 7 more at Portersbridge Street likely to come across in the next year or so. Enterprise M3 LEP has invested £500k towards the re-development of the £1.6M Town Mills Riverside Park which will be delivered in 2020. The Council is working closely with the LEP in sharing the emerging vision for the redevelopment of Andover Town Centre and how that aligns with the strategic growth priorities of the LEP. During the last year senior officers have been exploring opportunities with Homes England, One Public Estate and the Local Enterprise Partnership for investment to secure economic growth opportunities within the Borough. Applications to both the Future High St fund and Historic High St Fund were submitted but not selected by Govt. In 2019 the new Andover Business Improvement District was established which will by its nature work to support economic growth within the town centre. The Council has been working closely with the BID on a number of key issues including parking, CCTV, Town Centre Wi-Fi and ensuring their engagement in the development of the Masterplan for Andover.
3	<p>Develop a strong narrative that sets out the linkages between the council's proactive growth and regeneration role set out in Andover Vision and Romsey Future and the council's approach to investment</p>	<ul style="list-style-type: none"> We will continue to align our key strategies namely the Corporate Plan and Local Plan to set a strong narrative on our ambitions and focus for regeneration and redevelopment within our towns. 	James Moody & Graham Smith		<ul style="list-style-type: none"> New Corporate Plan has a dedicated focus on the redevelopment of Town Centres which feature as specific projects on the newly approved CAP. The data and consultation findings that formed part of the corporate planning process have been used to shape and develop other key strategies. The Council's Housing Strategy and Preventing Homelessness & Rough Sleeping Strategy are both being developed and delivered with a strong narrative back to the Corporate Plan and with the evidence base that underpins both strategies acting as an 'extension' of the Corporate Plan consultation. The Council has conducted a "new neighbourhood's review" to align internal processes so that future development, including regeneration, learns lessons from past experience and streamlines internal processes including consultee support.

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		<ul style="list-style-type: none"> • We will review our investment strategy to explore the opportunities for how it can reflect the financial, economic and community benefits that different projects will deliver aligned to the priorities of our new corporate plan. • We will develop our strategic communications approach to regeneration and redevelopment projects to ensure timely information and a clear narrative is made available for staff, communities and partners. 	<p>Will Fullbrook</p> <p>Kathryn Binfield</p>		<ul style="list-style-type: none"> • The Finance service has met with the Corporate Policy team to update the Capital Investment Strategy, to better make the links to the Corporate Action Plan. The Capital Investment strategy has a wider remit than just the delivery of the corporate plan and is developed in accordance with the Prudential Code for Capital Finance in Local Authorities. The Code sets out that authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes. The updated capital programme will be considered by Cabinet in February 2020 and the investment strategy will be presented shortly afterwards. • The Council has produced a brochure “A new era for Andover” outlining its ambitions for the redevelopment of Andover town centre providing a clear narrative as to why the council is embarking on this project, how it fits as part of the wider ambitions for our towns and what is in and out of scope. The brochure has been used to communicate with news outlets and with partners. • Work has commenced with New Masterplanning and HemingwayDesign on the Andover town centre masterplan project. This has included a package of joint communications including news releases, videos for social media, interviews with ITV and a series of public facing events. A dedicated website has been developed which provides a focal point for information, updates and access to consultations: https://www.thinkandovertowncentre.co.uk/ In December 2019, a “pop-up shop” was opened in Bridge St Andover to promote the work of the masterplan and provide an opportunity for residents to find out more about the project and meet the masterplanners and council team. During the course of the week 600 residents visited the shop. • In 2019, the Council purchased the Chantry Centre for £7M. The Council sole reason for purchasing the Chantry Centre’s long leasehold from Aviva Investors is to facilitate the major redevelopment of Andover town centre by increasing its significant landholdings in the town centre. This narrative has been at the very heart of our strategic communications approach and has been reinforced through our publications, messaging and master planning project. Regular updates are shared with all stakeholders including staff. We are also engaging directly with the key partners including Simply Health, Andover College and with the Andover Vision. In addition the Council has increased its Communications capacity to ensure additional dedicated resource to co-ordinate communications for the redevelopment projects. • Whilst consistently communicating our aspirations for the redevelopment of Andover town centre, we have also recognised the necessity to have a strategic communications approach to ensure that businesses and stakeholders in our town centre feel engaged and involved in our plans.

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					<p>This will help ensure that the outcome of the masterplanning process and our future plans are informed by their own aspirations and plans. Through close liaison with businesses and stakeholders in the town the Council is not only communicating its ambitions but also reassuring that we are actively managing the “meanwhile” position seeking to do all we can to support the town centre and maintain its viability throughout this journey.</p> <ul style="list-style-type: none"> • The Council has sought to regularly maintain communications on the South of Town Centre Project with the residents of Romsey and the wider areas through a number of engaging channels. With an older demographic in the town, The Romsey Advertiser newspaper has been a consistent platform in which the authority, through Romsey Future, has advertised consultation events, progress in the project and potential ideas. The news releases issued about these topics have also been added to the council’s website, and a Romsey Future news section, which was developed in the past 12 months to further highlight these works. • The council’s social media channels have been a useful tool, and we have looked to utilise councillors’ personal and recognised accounts to link into various social media groups, one of which has more than 13,000 active members. Having an open channel of what our communication looks like with councillors, and actively seeking their assistance, has helped to add another layer to keeping stakeholders feeling involved and engaged both with the project as a whole and how to keep residents informed. These messages and updates then follow the timescale of the consultation and the Citizens’ Assembly alongside it. Internally, a new staff bulletin has enabled a clearer message to be conveyed to staff, as well as encouraging officers to play an active role from a residential point of view, to offer their views. • Our masterplanning partners, Nexus Planning and Perkins & Wills Architects have aligned with our approach to promote the South of Town Centre project in a consistent manner with key messages through the Romsey Future partnership and brand. • In 2019 the Council was selected to be one of only three government sponsored pilots in the country to test the concept of deliberative democracy through a Citizens’ Assembly. The Citizens’ Assembly focused on the Romsey South of Town Centre project and was held in November 2019. The Assembly has provided a significant strategic communications opportunity to further promote the redevelopment narrative relating to the South of Town Centre project with it generating media coverage including a dedicated feature on the BBC’s Politics Show broadcast on 19 January 2020. As part of recruiting the assembly members, invitations to register interest were sent out to 10,000 homes across Romsey with more than 400 people expressing an interest in being part of the assembly. Around 20 partners played an active role in providing evidence to the assembly including the New Forest National Park, Connected Places Catapult and

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					<p>Locality to name a few examples.</p> <ul style="list-style-type: none"> Both Andover Vision and Romsey Future have set out clear ambitions for the next twenty years and how residents want to see our towns evolve in this time. Both set out a broad ambition for growth that reflects the needs of a changing population. The Council has sought to make this link as part of its wider investment narrative into new facilities within our towns. For example the council is investing £1.6M in an Extra Care scheme in Romsey, in partnership with Hampshire County Council and Places for People. This scheme will facilitate the redevelopment of an existing site within the town and deliver against a need for long term supported accommodation in the south of the borough. A launch event for the scheme targeted at councillors and relevant stakeholders is being held in February. Residents have told us through both Andover Vision and Romsey Future that the local environment is one the greatest assets in Test Valley. The Council has a long track record of investing in the local environment and ensuring greater access to the countryside. Since the Peer Challenge the Council has acquired and delivered Mill Lane, Sherfield English SANG to serve as mitigation for the New Forest and provide accessible public open space for residents. In Andover a dedicated project is underway to deliver an improved access to the countryside offer around Andover as a result of developer contributions secured through new development.
4	Continue to be a strong voice for Test Valley in Hampshire	<ul style="list-style-type: none"> Continue to strengthen our partnership working through the Test Valley Partnership Work closely with EM3 LEP to promote the needs of Southern Test Valley as the area becomes part of the LEP in 2019. 	<p>James Moody</p> <p>Roger Tetstall</p>	Ongoing	<ul style="list-style-type: none"> Senior partners met to review the approach to future TVP sessions and ensure they are fit for purpose. New model implemented at June 2019 meeting. This has also included the establishment of a co-ordinating group made up of key partners who shape the onward programme of the partnership. The Partnership, Chaired by the Leader of the Council, is working collaboratively on a number of key pertinent issues that require a system wide response. Recent issues and emerging work streams include; homelessness and rough sleeping, mental health, county lines, domestic homicide and autism support. Since the Peer Challenge the new approach now includes each meeting reflecting on progress since the last time partners came together as part of increasing accountability and ensuring a focus on collective action. The review of the LEP boundaries confirmed that TV would be within EM3 LEP. The Council has spent time building relationship with the EM3 LEP and outlining the benefits and issues facing STV. The Council maintains a positive dialogue with Solent LEP.

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		<ul style="list-style-type: none"> Continue to engage at a sub-regional level on the big issues such as Housing, Devolution, Waste and Recycling. 	SMT & OMT		<ul style="list-style-type: none"> The Chief Executive and Senior Officers have hosted the Chief Executive of the EM3 LEP in Romsey to showcase the economic importance and value of southern Test Valley and the part it can play as part of the LEP following its transition from the SOLENT LEP. As part of the Council's inclusion on the government sponsored "Innovation in Democracy" programme, the EM3 LEP have played an active role in supporting the development of the Citizens' Assembly as a member of the Advisory Panel which focused on the redevelopment of the south of Romsey town centre. The Council has commenced discussion with north Hampshire authorities to understand the future impact of growth, what infrastructure may be required and how working together may unlock greater sources of external funding. The Council continues to play its part in delivering and supporting a range of growth and business support networks across the Borough and across the LEP area. This has included sessions on the future of our town centres, rural business support and Manufactured in Andover. Officers have led a consortium of six local authorities and Government bodies in the successful bid of a £250,000 grant from MHCLG, the production of evidence and future strategy for mitigating the recreational use on the New Forest international conservation designations as a result of new development. The Council has participated in the submission of evidence to Hampshire County Council's 'Commission of Inquiry – Vision for Hampshire 2050' The Council continues to actively participate in the work of both the Hampshire Waste Partnership and Project Integra. All LAs are awaiting the Governments Resource and Waste Strategy, where much change is anticipated in the arena of waste and recycling in the coming years. To signify how seriously we take the issue of waste and recycling in the borough, the Leader is the Councils Project Integra Strategic Board member. The Council has led a county-wide review on behalf of the 11 districts to develop the Hampshire Youth Homelessness Protocol in partnership with Hampshire County Council. It has also taken a lead role on behalf of the 11 housing authorities in Health and Wellbeing and Community Safety. The Council has been working with MHCLG Homelessness Advice and Support team to showcase our work on asset / strengths-based

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					<p>approaches to supporting people who may be experiencing homelessness.</p> <ul style="list-style-type: none"> • The Council is running regular Preventing Homelessness Forums and Private Rented Sector Landlord and Letting Agent Forums and Registered Provider Forums – these are all focused on establishing a shared understanding of services and bringing together agencies under a common strategic umbrella. • Since the Peer Challenge, the Council has submitted bids during national rounds to central government on housing issues and has been successful as follows: <ul style="list-style-type: none"> - Leading a Private Rented Sector Access Fund on behalf of Test Valley and Winchester securing £177K - Rapid Re-housing Pathway funding securing £45k to support single homeless people - Rough Sleeper Initiative securing £48K - Private Rented Sector Innovation and Enforcement grant securing £37K to improve access to data to target work on housing conditions and HMO licensing.
5	<p>Develop, and co-design with staff, a workforce strategy for the council, including a focus on the skills and behaviours needed to meet changing demands</p>	<ul style="list-style-type: none"> • A new People Strategy and action plan will be developed in 2019 aligned to the new Corporate Plan. The process to develop the strategy will include a focus on: <ul style="list-style-type: none"> - ongoing staff engagement throughout its development - Looking ahead and future proofing our ideas in respect of a changing workforce - Empowering and developing leadership skills throughout - Growing our strong values culture 	Alex Rowland	May 2019	<ul style="list-style-type: none"> • We have undertaken comprehensive employee engagement speaking to over 100 employees across the Council. Further workshops and discussions took place to explore specific areas within the new People Strategy such as leadership, taking forward the Well-being work, development of standards of behaviour and a new appraisal process. • People Strategy has been prepared and will be published in January 2020 with an Action Plan in development which will be updated annually. • The Housing and Environmental Health Service have been piloting a strengths based approach to supporting people who are or may be at risk of experiencing homelessness. This is in keeping with the corporate plan ethos of “growing potential”. Housing Options staff have received a range of forward thinking training as part of this from coaching to motivational interviewing, through technical aspects of the law to “chimp management”. • Since the Peer Challenge the Council has continued to build upon its Employee Wellbeing programme by being proactive in promoting employee wellbeing across a spectrum of topics, from mental and physical health to financial wellbeing. • Recent projects have predominantly focused on raising awareness and de-stigmatising mental health. This was supported with the signing of the Time to Change pledge by the CX and Council Leader in May 2019. The

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					Wellbeing group developed a wellbeing brand, 'Get Well, Stay Well', and has delivered a range of initiatives and activities, including the introduction of Mental Health First Aiders, mental health talks, training for staff and managers, monthly awareness-raising campaigns, a Wellbeing site on the staff intranet, health checks and mindfulness sessions.
6	Reconsider decision making arrangements for planning informed by the forthcoming PAS review	<ul style="list-style-type: none"> Following the completion of the PAS review the Council will now consider the recommendations from the report. 	Paul Jackson		<ul style="list-style-type: none"> Council agreed to implement a new planning committee structure from May 2019 following Full Council decision. https://democracy.testvalley.gov.uk/documents/g199/Printed%20minutes%20Wednesday%2010-Apr-2019%2016.00%20Council.pdf?T=1 Now comprises 2 area planning committees of 13 members each and abolition of the planning control committee. Members are currently considering options to introduce a new procedure to the Council's Public Participation Scheme for ward members to address Area Planning Committees. It is anticipated that the new proposals will enhance the role of Members in their role as ward advocates particularly as only relevant ward members shall have a designated right to address the committee.
7	Maintain support and resources for the community councillor initiative beyond May 2019 and explore further opportunities for parish council engagement and information sharing on service and policy issues	<ul style="list-style-type: none"> Continue to work with Councillors in developing and the role of the Community Councillor through the Member and Community Development Group, through the establishment of a Member Development Strategy and by deeper involvement in Community planning and continuation of the devolved councillor budgets. 	Andy Ferrier / James Moody	Ongoing	<ul style="list-style-type: none"> The Member Development Strategy has been completed and the Member and Community Development Group, a cross party working group chaired by the Leader, is working to take forward its delivery by shaping an onward programme of development for councillors. Following the borough elections in May 2019, an extensive induction programme has been rolled out to all councillors. As part of this a dedicated session for new councillors was held exploring the role of the Community Councillor and what it means in practice. This was delivered by the Community Team and was based on a series of live scenarios which councillors were asked to explore through a series of workshops. This session was well received and will be run again in 2020 for all councillors. As part of the community councillor induction session, members worked with the portfolio holder to identify core attributes of being a community councillor. These ideas are currently being further developed by the Member and Community Development Group and will be used to complement the existing Community Councillor Role Description and

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		<ul style="list-style-type: none"> Hold a workshop with Parish and Town Councils through the Test Valley Association of Parish and Town Councils (TVAPTC) to explore what practical things we can do to build on the current areas of strong partnership working in Test Valley. Review with TVAPTC the different methods of communication that should be used and how information can be disseminated. Build on the success of the resilience planning concept and develop multi-agency community planning processes in parishes through annual/bi annual parish workshops facilitated by the Borough Councillor in conjunction with the Community Team. 	<p>Andy Ferrier</p> <p>Andy Ferrier & Karen Dunn</p> <p>Dave Tasker</p> <p>Karen Dunn</p>	<p>November 2018</p> <p>May 2019 onwards</p>	<p>inform future member development.</p> <ul style="list-style-type: none"> The Councillor Community Grants, Community Asset Fund and access to the Community Infrastructure Levy are all continuing as part of the new Council. In 2018/19 & 2019/20 more than £500K has been granted to local community projects through the councillor community grants and community asset fund. In addition £1.1M has been approved from the Community Infrastructure Levy for community projects. <p>The Chief Executive and Corporate Director held a workshop with Test Valley Association of Parish and Town Councils in November 2018 following the Peer Challenge to explore ways in which the council can build upon the current areas of strong partnership working. This was followed up by a second session in early 2019 which set out a framework for a future programme of work around strengthening relations, joint learning and a shared focus on community planning.</p> <p>Building on the issues and opportunities raised at the workshops (detailed above) in late 2018 and early 2019, a joint borough council and association of parish councils event took place in September 2019. This event was developed based on the feedback received by parish councils that one of the ways in which communication could be strengthened is through joint learning and events. The Council is also developing mechanisms in which to contact all parish councillors directly about forthcoming events and activities.</p> <p>In September 2019 the Council in conjunction with the Test Valley Association of Town and Parish Councils hosted an event for Parishes in which to explore ways in which parishes and the borough council can work closer together. One of the themes for this event was around how community planning can help unlock opportunities for parishes to get things done in their community. As a result of feedback gained from this session, a number of rural action planning events are being held (Feb-March 2020) to promote the benefits to parishes of developing evidence-based and community-led action plans. These events will explore how we can work together to identify and address the things which are most important to communities. Parishes will hear about how, by using a combination of community engagement and data specific to their area, they can access higher levels of funding and get more things done in their parish. The Council will also set out the specific support parishes can access from the Borough Council to help deliver this approach. Each event will feature examples of good practice from Parish Councils already taking this approach.</p>

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		<ul style="list-style-type: none"> • Develop an annual training programme for parishes in conjunction with TVATPC which will enhance opportunities for peer learning. • Further strengthen linkages to develop the place-based approach with the Communities Portfolio Holder attending the TVAPTC. 			<p>Formed part of the joint event held in September. A number of subsequent peer learning roundtable sessions have been held as part of the meetings of the Association. This has included a focus on climate change, funding and community resilience.</p> <p>The Community and Leisure Portfolio Holder is attending the meetings of the Association. The borough council's Democratic Services Manager meets on a regular basis with the Chair of the association to plan and develop the programme of activity and supports its delivery. Senior officers regularly attend the meetings to provide information and host workshops on key issues with recent examples such as tackling climate change featuring as an important topic parishes want to hear more about.</p>
8	<p>Continue to improve communications, including the use of social media. Communications should be at the heart of the decision making process and seen as everyone's agenda</p>	<ul style="list-style-type: none"> • Prepare a new Corporate Communications Strategy to be aligned to the development of the new Corporate Plan in 2019 which will provide the focus for ensuring strategic communications are focused on the council's key priorities. • Explore ways in which we can better embed communications into service planning, project management and our performance frameworks to ensure a timely approach to 	<p>Roger Tetstall</p> <p>Kathryn Binfield</p>	<p>Summer 2019</p>	<ul style="list-style-type: none"> • New Communications Strategy: <i>Telling our story</i> has been prepared and will be published by the end of Jan. The strategy was developed corporately with all Heads of Service having input into the strategy to ensure that it is a communications strategy for the council. It focuses on five key priorities: <ul style="list-style-type: none"> ○ Be positive, proactive and credible to ensure our residents are well informed about what we do. ○ Enhance and protect the Council's reputation. ○ Explore how we can better communicate and influence a wider variety of people in our campaigns and communications. ○ Have a strong recognisable brand and identity to be clear about who we are, what we do and what we don't do. ○ Promote the successes of our communities and ensure our approach to communications aligns with our commitment to place-based working. • The Council has continued to invest in its communications team and has over the last year strengthened and grown the team to ensure there is dedicated capacity across the high profile projects the council is bringing forward.

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		<p>communications and that all services are able to play their part.</p> <ul style="list-style-type: none"> • Broaden the ways in which we currently use social media as key communication tool aligned to the new Communications Strategy. 			<ul style="list-style-type: none"> • A strategic communications item now forms part of the agenda for performance boards and is a standing item on the management team agenda and Portfolio Group meetings. • The Council's project management framework has ensured that Communications is a formal element of the planning and scoping of major projects. Communications are now playing an active role across key projects such as the redevelopment projects in Andover and Romsey, Recycling Behaviour Change project and the Citizens' Assembly to name a few notable examples. The new Communications Strategy Action Plan also reflects the key strategic projects that require a communications focus. • More creative content being pushed out through our social media channels as well a lot of social-specific content. We have branched out on social media from: <ul style="list-style-type: none"> - sharing news releases directly copied and pasted from the website - occasional community posts such as lost dogs, or corporate plan but this wasn't consistent or tailored to followers - promoting some events <p>To:</p> <ul style="list-style-type: none"> - sharing a wide range of topics and humanising the account with timely and relevant info (e.g events, Our Day), - proactively acknowledging issues and owning being a trusted source of information early on during a problem or major incident (e.g Ocado fire) - adopting a more human approach and style, being a little more tongue in cheek when appropriate (e.g. Eaze graffiti) - sharing a wide range of content styles from gifs, images, links, videos, youtube links etc. - using emojis to better reflect the style and tone of our audiences - varying the tone and content of posts to appeal to different audiences - sharing behind the scenes of council life (e.g. elections) - being proactive in setting the record straight when people are posting incorrect comments on our page. <ul style="list-style-type: none"> • Facebook: <ul style="list-style-type: none"> - Followers have increased by 64 per cent compared to last year - Reach has increased by 66 per cent - Engagement has increased by 11 per cent, showing we are

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					<p>posting what our followers want to see</p> <ul style="list-style-type: none"> - People viewed our videos, which are all new this year, more than 6000 times. • More people are interested in what we're saying on social media and they're talking back to us. We received more than 2,000 private messages in 2019, which reflects our increasingly positive interactions with customers. • We live tweeted behind the scenes at the general election count. • We shared 23 videos (including full videos, gifs, timelapse videos) on Facebook this year, compared to 1 in 2018 and 3 in 2017. We reached more than 60,000 people sharing these videos. • A project to develop a new website is underway. It has a specific focus on delivering a more customer focused and flexible website.
9	Other Issues	<ul style="list-style-type: none"> • Explore options around the future timings of the council's committee meetings • Explore the common causes of underspends within the Council's budget. 	<p>Karen Dunn</p> <p>Will Fullbrook</p>	<p>May 2019</p> <p>Summer 2019</p>	<ul style="list-style-type: none"> • Meetings of Full Council have now start at 5:30pm - implemented from 26 June 2019. https://democracy.testvalley.gov.uk/documents/g199/Printed%20minutes%20Wednesday%2010-Apr-2019%2016.00%20Council.pdf?T=1 • The Head of Finance has undertaken a review of perennial areas of underspending/additional income – Staffing/Vacancy Management Provision, Asset Management Plan Slippage, business rates growth, additional income from investments, properties and Government Grants. A more thorough review will be undertaken at the end of the financial year when outturn figures will be available for 2019/20. This will be discussed at the meeting of the Budget Panel on 29th June, 2020. In 2019/20 progress has already been made with the midway point of the year showing a £209K surplus across the whole council compared with a £496k surplus at the same time in the previous year. This largely results from the work undertaken at Corporate Challenge to ensure that expenditure budgets are realistic and robust and that income budgets are optimistic.