

Directorate	ID	Recommendations	Actions	Timeframe	Director / Lead officer	Current status	Current status update
CEO	PC-1	Recruitment of a Chief Executive Progress the plans to recruit a Chief Executive and ensure sufficient capacity at director level to support the leader and councillors with strategic vision and provide vision and direction to staff.	Recruit a new Chief Executive	Jun-24	CEO	Complete	New CEO recruited and starting in post 1st June 2024
			Revise director structure to ensure capacity and look at the broader structures within the senior leadership team.	Jun-24	CEO	Complete	New director structure agreed by full council. New directors agreed by full council are now in post. Work has started on a broader review of directorate structures.
CEO	PC-1a	A councillor/officer protocol is in place and will be reviewed after the corporate peer challenge has taken place. It will be important that this protocol is a constant reference once the new chief executive is in place to ensure the head of paid service role is clearly and widely understood, as well as roles of senior councillors.	Review of councillor/officer protocol	24-Oct	Director of Governance	In progress	Draft Protocol prepared and considered by Member Constitution Working Group. Standards Committee have also considered it and asked for a further report on 18 July 2024. This report has been completed and reported back to the Standards Committee in October 2024. Comments are being fed back to the Constitution Working Group on the 11th November 2024 and the final document to be presented to a future Full Council meeting.
CEO	PC-1b	The new senior management team at EDDC includes a number of Assistant Directors. This team works well together and shows great commitment to the council and the district. The talent at this level could be harnessed to lead on corporate project work and managing cross cutting themes of work, for example on Equality, Diversity and Inclusion, on Performance Management, on the Green Team, on adopting a customer centric approach. This would ensure corporate oversight and perhaps offer the opportunity for other officers to become involved in work themes of particular interest to them.	Senior Leadership Team review of structure and responsibilities and undertake any recruitment required following this review.	Dec-24	CEO	In progress	Director recruitment is completed. Wider structure considerations under review, initial analysis of current skill gaps and areas of risk have been identified further work required to address these areas within the finacial envelope.
			Agree development plan for SLT as a team and individually	Feb-25	CEO	in progress	SLT (as is) have already undertaken some development, including piloting the Emergenetics psychometric tool in liaison with the LGA, which helped team members to understand their thinking and behaviour styles as individuals and a team. This will be built on further once the revised permanent SLT arrangements are confirmed.
			Identify opportunities for cross-cutting working which aligns with SLT structure, responsibilities and development plan	Mar-25	CEO	Initial action complete ongoing review	Oversight and lead for corporate themes and project to be determined and monitored through project management board moving forward. We have already started some of this work in areas such as leisure, culture and housing. Further defining the relationship between ELT and SLT can work together such as on the customer charter project.
Governance	PC-2	Consideration of Cabinet working arrangements Consider and explore options to enhance Cabinet working arrangements, for example: making space for strategic workshop sessions with senior management, so that the Cabinet can work even more effectively.	Workshops already being developed, leisure underway, culture set up, housing working through different workshops	Sep-24	Director of Governance	Complete	Weekly meetings between ELT and the Leader/Deputy Leader/PFH have already been put in place and monthly Cabinet briefings have been set up. In addition workshops to cover specific topics are already underway including leisure, culture and housing.
Governance	PC-2a	The peer team recommend that the Cabinet consider their working arrangements as there are opportunities available to them that could make them work even more effectively together. Examples include informal workshops with ELT to sense check areas of work, empower portfolio holders to present their reports to Cabinet and developing a clear forward plan.	Director of Governance to take a paper to Cabinet briefing. Cabinet to take ownership of this work and undertake to have a workshop before the autumn to explore this.	Sep-24	Director of Governance	Complete	Developed the forward plan and monthly informal workshops with ELT taking place. Some Portfolio Holders already presenting reports and further work to be done on this at the November cabinet briefing.
Finance	PC-2b	The peer team recommends that the Audit and Governance committee monitors delivery of the Annual Governance Statement (AGS) action plan in addition to reviewing the draft statement prior to its approval.	A&G approve the AGS currently, monitoring of actions will be introduced going forward	Sep-24	Director of Finance	Complete	Draft 2023/24 statement is in preparation, once adopted actions will be monitored through reports to A&G committee. AGS will being going to the November A&G committee meeting.
Finance	PC-2c	The council could benefit from taking the opportunity to review the work programme and effectiveness of the Audit and Governance Committee, informed by CIPFA guidance, indeed it is recommended good practice to do so. By reviewing its work programme against its terms of reference (and by ensuring that its terms of reference match CIPFA guidance as part of the constitution review) it can ensure its annual work programme covers the right bases.	A number of good practice improvements have recently been introduced : Independent reps to be advertised in June/July 24, training programme to be presented to July 24 committee based on skills questionnaire matrix. Other best practice against the guidance will reviewed to determine other actions required, to be reported to Sept A&G.	1st stage Jul 24 (training schedule & reps), 2nd stage Sept 24 (identification of other best practice requirements)	Director of Finance	In progress	November A&G committee will receive a report on the CIPFA best practice and our current position with recommendations for improvements. This will lead to changes in the work programme moving forward. Interviews for the independent reps will be taking place on the 12 December. Training programme has been agreed and is being rolled out with the second session being held on the 21 November. In addition self assement of CIFA's best practice being presented on the 21st November with key improvement recommendations.
Governance	PC-2d	EDDC is not unusual in reporting challenges with timetabling of formal council meetings, and a number of councillors reported issues with the timing of meetings. It will be important to understand if there is a related impact on meeting attendance. This is a topic that could perhaps be explored by a councillor working group, if the council felt it would be helpful to do so.	To broaden out this action to include the number of panels and meetings - Scrutiny to review. Democratic Service will look at starting to draft the calendar of meetings earlier in the year.	Sep-24	Director of Governance	In progress	The Member Development Working Group will be considering this in October 2024 and a survey as to the timings of meetings will follow. We will engage with Ministry of Housing, Communities and Local Government over its intention to introduce hybride meetings.
Governance	PC-3	Invest in councillor and officer development Invest in an ongoing programme of councillor development and training and political awareness training for staff to ensure wider understanding of the roles and responsibilities of councillors and officers respectively.	Political awareness training for officers and members to be scoped and commissioned, with the aim of delivering in autumn/winter 2024.	Feb-25	Corporate Lead for HR and Democratic Services Manager	In progress	Member development working group meeting in October to produce a programme of councillor development. We have also secured training from the Centre for Public Scrutiny for Scrutiny work planning which will be rolled out before Christmas. A&G committee have also agreed a training programme which is part way through delivery. Political Awareness Training to form part of the programme of councillor development.

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Finance	PC-4	Streamline the actions in your new Council Plan As the council’s new Council Plan is developing, further prioritise the number of actions that sit under the four themes in the new Council Plan to and delegate to and empower staff within the organisation to deliver those actions across the life of the plan.	Reviewed and the actions streamlined in the council plan. Recognise that this needs to be reviewed with Cabinet regularly so that we continue to streamline and prioritise. Reporting on progress to come to cabinet regularly.	Apr-24	Director of Finance	Complete	Council plan actions were reviewed and challenged prior to submission to full council for agreement and sign off for 2024. We will ensure that this is a live document and reviewed regularly to ensure that the actions and measures are reviewed and updated accordingly.
Finance	PC-5	Resist the temptation to undertake further external reviews Consolidate the learning and recommendations from the reviews the council has undertaken and focus on addressing the actions arising from the various reports. Continue to build on governance improvements systematically reviewing all elements of the council’s governance and implementing improvements where necessary.	Actions from review are collated into one spreadsheet for review.	May-24	Director of Finance	Complete	Action and measures sheet has been developed and versions for each Director has been shared to help them track required actions.
			Actions are monitored through the year using the final agreed performance / project software. Directors to report / brief cabinet on progress or issues.	Apr-25	Director of Finance	In progress	Actions are being monitored and will be loaded onto our new Corporate Performance Software which has now been procured.
Governance	PC-5a	EDDC has undertaken a comprehensive programme of external reviews prior to this corporate peer challenge taking place. This demonstrates a clear desire for continuous improvement and the council has clearly taken on board the various feedback that has resulted in a number of recommendations for EDDC to take account of. The peer team recommendation is that an action plan is produced and included as part of the next Annual Governance Statement that consolidates the actions arising and has councillor oversight for monitoring of delivery.	Outcomes are collated for the Annual Governance statement for Cabinet and A&G oversight.	24-Sep	Director of Governance and Director of Finance	Complete	There are many actions identified through external reviews with a large part not relevant to the AGS. Areas specifically related to Governance and of a threshold relevant to the AGS will be included and monitored through the Audit & Governance Committee. Other actions identified will be monitored through reporting to Cabinet.
CEO & Governance	PC-6	Develop a programme of external engagement and make outwardly focused work a priority for the new Chief Executive Develop external engagement with partners and stakeholders for example, undertake work with town and parish councils to include planning matters and host a regular Developer and Agents Forum that includes officers and the portfolio lead for planning. The new Chief Executive should prioritise work on an external focus and profile for the council; external partners are waiting to work with you at a district, county and regional level.	Chief Executive development programme and part of corporate communications plan. Need to diarise our first Town and Parish event and ensure we have regular events/meetings moving forwards. Undertake a review of contacts for our Town and Parishes to ensure they are up to date.	24-Oct	CEO and Corporate Lead for Communication, Digital Services and Engagement/Direct or of Place	In progress	Work started on the Engagement Strategy and key stakeholders have been identified. We have not yet held our first Town and Parish event but this will be a priority for our newly appointed Communications Manager. We have however been working with our external staekholders and some good examples currently are the Water Summit, Devolution and Anti Poverty project. In February we will be hosting a Voluntary Sector thank you event at Blackdown House with a wide range of VCSE organisations being invited to attend. New CEO has stared to form relationships with key partners such as Devon Chief Executives, Chair of SWW and attending first LGA conference. We have continued to holding our Agents Forums with one in June and on due to happen in November.
Governance	PC-7	Consider using councillor and officer ambassadors Consider using councillor and officer ambassadors to address reputation management and assist with ‘myth busting’. Sense check where the council is now and where it wants to be.	Link to employer brand for office ambassadors. Link to cultural work and communications and engagement plan which has been developed to support the appointment of the new CEO. Look to ensure that our use of terminology of champions/ambassadors is consistent.	Dec-24	Corporate Leads For HR and Communication, Digital Services and Engagement	On hold	Some of this work has been on hold through the summer due to staff absence of the project lead, however work to progress our culture of openness and transparency has been moving forward and we will be holding staff awarness sessions thourgh the autumn.
Governance	PC-7a	The council introduced a Personnel Committee to oversee workforce matters and monitor vacancies to give councillors oversight of capacity and resource issues. The peer team would question whether this committee will be necessary once the new chief executive is in post as workforce matters will be their responsibility.	In light of all of the other steps being taken to improve our performance reporting to members and the appointment of the new Chief Executive, the Cabinet to consider whether this Committee is still necessary moving forward.	Sep-24	Director of Governance	In progress	December Cabinet briefing to consider this recommendation.
Housing	PC-8	Review visibility with housing tenants Whilst ensuring greater visibility with housing tenants is underway, ensure that engagement with them is effective and meaningful to sense check what they would find valuable to support the relationship between housing tenants and the council, and simultaneously address performance.	Regulator engagement, housing comms calendar, surveys, HRB updates and guidance. Tenant Panels set up. Plans for Getting to know you surveys, Transactional Surveys and tenant events.	Sep-24	Director of Housing and Health	In progress	Discussion held at HRB regarding the recruitment process and requirements of tenant members, and an active recruitment campaign took place, resulting in the very recent recommendation to appt of two tenants to the HRB. Their appt will be proposed at the next HRB on Nov. 7th. We have also expanded the membership of Councillors to the HRB by two to ensure there is greater member focus and attention. “Getting to Know You Survey” – initial plans were proposed to carry out a survey across all of our tenants in the coming year, ensuring that the data we hold for them is up to date and full. The indicative costs of outsourcing this work resulted in it being on hold, however, a working group have now been created to look for lower cost solutions as the need for this work is still valid. The survey would mean that we would have better insight into the demographics of our tenant base and able to tailor our services to better meet their needs. This is a vital piece of work in many ways but will specifically develop understanding in areas such as overcrowding or under-occupancy etc. Transactional Surveys with our tenants, particularly in relation to repairs, are underway in addition to our now quarterly TSM gathering enables us to react in a more agile way to live issues. Results from the repairs surveying are positive and demonstrate that 97% customers are happy with their repairs when completed. Tenant Event – happened on 22nd August; all tenants were invited to a family friendly event with opportunity for tenants to talk with a wide variety of partner agencies, Cllrs, Officers and one another about how we can improve services. The event was well attended and the team are planning next years events with the tenant representative group.
Place	PC-9	Provide direction for leisure and culture provision Identify specific principles for leisure and culture provision that include timescale and budget parameters to ensure a financially sustainable model of service delivery.	Workshops already underway. Will culminate in a report to ensure a financially sustainable delivery model is in place.	24-Dec	Director of Place	In progress	A total of six workshops have now been held which have helped to ensure a comprehensive examination of the issues associated with future leisure service delivery. A final workshop is scheduled which will then lead to a report to Cabinet. The parameters for a review of culture provision are currently being scoped.

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Place	PC-9a	The council should consider better developing and defining its portfolio of leisure and culture as not every site needs all services. Conduct benchmarking and visit other authorities to inform the exploration for sustainable delivery models. These will need to balance opportunities (such as health and decarbonisation agendas) with threats (such as the costs of maintaining ageing leisure facilities).	Workshops underway in terms of framing options for leisure delivery going forward. Will culminate in a report to Cabinet so that these options can be considered formally. Same approach will also be adopted in relation to cultural provision.	24-Dec	Director of Place	In progress	Workshops are progressing as above. The culture review is also currently being scoped.
Governance	PC- 10	Performance Monitoring The council may wish to consider an overarching corporate approach at senior level to performance management with a clear formalised process so that SLT and Cabinet can quickly see and manage corporate performance and therefore respond to emerging issues that may be impacting service delivery, for example monthly performance clinics with a dashboard of indicators.	Work with Strata to develop proposals for the implementation of a new performance/project/risk system to replace SPAR.net to improve reporting function of corporate objectives and PIs, linking to complaints and Cllrs/MP corporate systems and outcomes. After the election look at our communications channels and set out how we will communicate with our local MP's	Jun-24	Director of Governance	In progress	Cabinet agreed the budget for this new software and the procurement process has been completed with a successful provider being awarded the contract to supply us with a new corporate performance and risk system including modules supporting project and policy management. The timetable for implementation for the system has been agreed and the project is now underway. New process for dealing with complaints from MP's has been put in place.
			Develop an implementation plan for agreed changes.	Jul-24	Director of Governance	In progress	Timeline for implementation has been agreed and is being worked through with the software provider.
			New system if agreed to be implemented.	Nov-24	Director of Governance	In progress	System agreed and the timetable for implementation for the software has been agreed and the project is now underway.
Governance and Finance	PC-10a	EDDC should ensure that both budget monitoring and performance monitoring is done regularly at the right level.	Review reports timetable and suggest new reporting methods for ELT, SLT, Cabinet, Scrutiny and any other committees, report back on budget manager and senior officer budget meetings timetable and approach. Refreshing and reviewing the approach to budget monitoring meetings going forward.	Nov-24	Directors of Finance and Governance	In progress	Performance and finance report monitoring being reviewed as part of the project to implement a new performance system. Report considered at ELT for reporting and service planning changes. Next performance report going to 27 November Cabinet which will include a timetable for future reporting. A new performance framework will be developed alongside the introduction of the new system.
Governance and Finance	PC-10b	Corporate oversight on a regular basis of delivery of significant programmes and projects (defined in terms of risk as well as scale) should be included to enable corporate management of projects and identification of risks that could impact on delivery.	Currently monitored through BSCAP - Improvements in corporate recording and reporting to be determined this could either follow Strata's new process following Microsoft Project and using PowerBI or be part of new performance management system.	Initial assessment Dec 24	Directors of Finance and Governance	In progress	Ongoing project and programme management is include as part of the new Corporate Performance Software implementation with a project manager module being included as part of our purchased package.
Governance	PC-10c	Outcomes from motions to council are not reported back to councillors. Similarly, recommendations from the scrutiny committees are not tracked to show their impact. The council should develop a tracking reporting mechanism so that the loop is closed on outstanding actions and motions. This will allow councillors to see the impact of actions recommended and motions debated and passed. A summary of this could be included in an annual report to full council.	Investigate how this can be monitored and reported on, including implementation of all motions on new corporate system.	Dec-24	Director of Governance	In progress	Different solutions are being looked at including MOD.Gov and also being included in the requirements for a new performance system. In the meantime a spreadsheet is being used to monitor motions and other key decisions. The review into the new performance system should happen by December 2024.
Governance and Finance	PC-11	Risk Management The council should continue to build on its work to update its risk management approach and ensure that Cabinet are sighted on the council's strategic risks.	Engage with external Risk Management providers Gallagher Bassett to provide audit and support training. Monitoring reports to Cabinet from Sept 24.	Sep-24	Directors of Finance and Governance	In progress	Risk review work with Gallagher Bassett (GB) still ongoing. Risk Health Check report completed by GB and risk workshops with Directorates held on the 2and and 3rd October 2024. Corporate Risk Workshop to be facilitated by GB on the 21st November and outcome to be reported to Cabinet and A&G committees at the start of 2025.
Finance	PC-12	Finance The revenue budget should be modelled for 2026/27 onwards, using a variety of scenarios regarding the potential impact of business rates revaluation and other risks, and this modelling will help to inform decisions as planning activity during the next year will be key.	Adopted Financial Plan identifies the activity for Summer of 2024.	Cabinet Workshop May 2025	Director of Finance	Complete	All reviewed and now encompassed in the latest financial plan was considered by Cabinet on the 30 October 2024. Cabinet workshops in April / May 2025 once government funding review has taken place.
Finance	PC-12a	The council may wish to review how the budget is scrutinised as it was reflected to the peer team that service plans were more of a focus than the budget itself as part of the preparation for budget setting for 2024/25. Cross party budget workshops are a mechanism used by many councils to ensure the focus of budget discussions remains high level and strategic.	It is intended that Service Plans will be prepared and presented to members for consideration earlier and budgets then to be considered in January meetings.	Service Plan in Oct/Nov 24; Budgets in January 25	Director of Finance	Complete	New service planning process in place this year which has as seen a switch to Directorate Plans. These plans are going to a joint Overview and Scrutiny Committee on 10th December leaving the January meeting free to consider budgets only.
Finance	PC-12b	Notwithstanding the robust approach to financial planning, there are a number of areas that represent a financial risk to the council. These include: <ul style="list-style-type: none">• The waste and recycling contract – a large overspend is forecast• Housing stock – the financial impact of the stock condition survey• Leisure	These risks are being managed in the following way; Recycling & Waste Contract - ongoing oversight and regular monitoring of performance through financial monitoring reports and the recycling and waste board. Consideration also being given to future direction of travel and models of delivery. Leisure - Ongoing monitoring of performance through the Leisure Strategy Forum., a series of workshops underway to consider future leisure provision. Current review ongoing for Housing including STS and planned maintenance short, medium and long delivery programme - including options appraisal and financial modelling.	Ongoing	Directors of Finance, Housing and Place	In progress	All of the areas identified are currently subject to detailed reviews with good progress being made.