

Gravesham Borough Council

- Response to the LGA Corporate Peer Challenge Key Recommendations (September 2025)

	Action	Responsible Officer	Timeframe
Recommendation 1: Maintain a healthy balance between the benefits of the driven, ambitious political leadership and the capacity of officers to deliver			
1.	Whilst it is recognised that the political administration is ambitious and driven, it is felt that there is already a clear understanding between Members and officers of the capacity the council has to deliver on these ambitions. Therefore, to continue to build on and maintain the strong relationships in place, it is proposed to facilitate a workshop session between the Senior Leadership Team and Political Administration, with the aim of taking into account the impact of Local Government Reorganisation, in order to openly discuss priorities for the Council and the capacity within the organisation to deliver against those priorities over the forthcoming period.	Stuart Bobby, Chief Executive	October 2025
Recommendation 2: Sharpen the focus on priorities to ensure that the council's ambitions to make leading contribution to local government reorganisation; leave the legacy of an excellent council; and bring forward priority initiatives are achievable. Without this, there is a risk of continuing tensions between ambition and capacity to deliver			
2.	Building on the exercise outlined above, articulate the future objectives of the Council into a clearly defined set of priorities, matched to the anticipated capacity of the organisation to deliver and geared around the legacy under LGR for the Council and Borough that is desired.	Stuart Bobby, Chief Executive	October 2025

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Recommendation 3: Review the Overview and Scrutiny and Cabinet Committee elements of the council's governance arrangements in order to benefit accountability, impact and organisational capacity			
3.	Review the Terms of Reference for the Cabinet Committees and Finance & Audit Committee to determine which 3 matters of business can be redirected to the Overview & Scrutiny Committee to provide it with a full work programme of scrutiny activity throughout the year, whilst reducing duplication.	Simon Walsh, Assistant Director (Organisational Development)	December 2025
Recommendation 4: Follow common practice in local government and move away from elected member involvement in staff appeals (Appeals Sub-Committee in Gravesham) because of the risks that such involvement represents to them and the organisation			
4.	Undertake a review of other local authorities, who operate the Green Book principles, to ascertain how they undertake staff appeals in order to determine the appropriate approach for Gravesham moving forwards.	Laura Lowrey, HR Business Manager	October 2025
Recommendation 5: Ensure the 'Balancing the Budget' programme becomes more robust, with increased deliverability and accountability and it being accelerated			
5.	Ensure that a more robust approach to the Balancing the Budget Initiatives is taken with officers through departmental management teams taking ownership for delivery of initiatives; making this a standing agenda item on Departmental Management Team agendas.	Directors	August 2025
6.	Ensure that Balancing the Budget activity is a key focus for a forthcoming Cabinet Away Day to ensure all Cabinet Members have full visibility of the initiatives within their portfolios, and to enable wider discussion on the delivery pathway to ongoing financial sustainability.	Stuart Bobby, Chief Executive	October 2025

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7.	Ensure that regular meetings between Director and Portfolio Holders have a standing item to discuss the progress being made against the Balancing the Budget Initiatives.	Directors	August 2025
8.	Enhance the information relating to the Balancing the Budget Initiatives in the budget monitoring reports and ensure this is shared with all Members through the appropriate channels.	Sarah Parfitt, Director (Corporate Services)	September 2025
Recommendation 6: Establish the mechanisms through which the council and the Housing Portfolio Holder can be provided with the necessary oversight and assurance specific to the council's landlord function			
9.	Undertake a review of all key performance indicators to ensure that they are aligned to the responsibilities of the council as a social housing landlord against the relevant standards, to ensure the Portfolio Holder, and Cabinet Committee Members more widely, are provided with the necessary assurance that the Housing Service is meeting all of the required standards.	Vicky May, Assistant Director (Housing)	October 2025