



NW ADASS TEAM TO TEAM PEER CHALLENGE

Step by Step Guide November 2018

The Step by Step Guide describes how to plan, carry out and report the NW ADASS Team to Team Peer Challenge. The NW ADASS Programme Office was asked to produce an “off the shelf” guide for local authorities to use as part of the suite of resources within the Sector Led Improvement Programme.

The guide includes hints and tips on what to do and what to avoid, how to agree your scope and convene Teams, and the key elements of a successful review. It provides example timetables, report templates, and links to previous Reviews and Challenges.

The Guide has been published to assist local authorities carry out Peer Challenge with minimal support. The NW ADASS Programme Office is on hand to provide advice, help to connect local authority teams, and if necessary to help facilitate Peer Challenges.

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Sector Led Improvement

Sector-led improvement (SLI) is the approach to improvement put in place by local authorities and the LGA alongside the abolition of the previous national performance framework from 2010.

SLI is based on the underlying principles that local authorities are:

- responsible for their **own** performance
- accountable **locally**, not nationally
- taking **collective responsibility** for the performance of the sector as a whole.

The NW ADASS SLI Programme for 2017/18 can be found at:

https://drive.google.com/open?id=14Dmp-QQwKMZBdwCUdH2SXzTbD3q4hn_5

A one page infographic setting out the programme can be found at:

https://drive.google.com/open?id=1ANXpodL2gyxRev_3ryjgUDo7JqK8DRhg

Within NW ADASS our SLI Programme is driven by our NW SLI Board, chaired by a Director and with representatives from across the region and our key networks (e.g. NW Performance Leads, NW Finance Leads). The Board reports to our NW ADASS Executive, and in turn to the NW ADASS Branch meeting.

Background to the NW ADASS Team to Team Peer Challenge

During 2015 NW ADASS reviewed its Sector Led Improvement programme. Following the Care Act local authorities were looking for an accessible methodology that could help them identify improvement priorities. The Programme Office worked with colleagues in Liverpool and Wigan to develop the NW Team to Team Peer Challenge (referred to as Peer Challenge within this document). The aims were to design a process that:

- could complement the more intensive LGA Peer Review (the LGA Peer Review process involved a team constructed from several local authorities or partners reviewing a single local authority over 3 – 5 days);
- could be carried out over one day per local authority;
- brought together two local authority teams (retaining the ability to be delivered flexibly);
- would be user friendly, practical, accessible and be co-produced by our local authorities through our SLI Board.

Liverpool City Council and Wigan Council were the first local authorities to undertake the new process in 2016, after which several other Local Authorities used the approach, including Oldham and Stockport; Rochdale and Trafford; Bolton and Liverpool; Cheshire West and Chester. These Peer Challenges have fed back to our Executive and Sector Led Improvement Board and the learning has been used to update the Step to Step Guide.

Resources available on request

The NW ADASS Programme Office is on hand to connect local authorities to additional resources and expertise. Please get in contact to access:

- Presentations used within our Training Sessions.
- Report templates.
- Final reports.
- Conversations with colleagues who have carried out Peer Challenges.

Summary of the Peer Challenge Process

The Peer Challenge is an opportunity for local authorities to come together to explore their improvement priorities, share good practice, constructively challenge one another and explore collaboration.

The suggested Peer Challenge approach is for *two* local authorities to each convene a team and to agree the focus of the challenge. The process is reciprocal with each team providing challenge to the other over the course of 1 day per local authority.

The fundamental aim is to enable each participating authority to reflect on their approach to learn from each other and to identify improvements.

The key principles are:

- To ensure a positive experience for both authorities.
- To value colleagues' input.
- To be transparent and honest.
- To maintain confidentiality.
- To act as critical friends.
- To approach the review as a joint process.

Peer Challenge is not an inspection, but a supportive and challenging process to assist authorities in recognising their strengths and identifying areas for improvement. The approach is not imposed on either authority or by the SLI Board.

The success of the exercise is dependent on considerable joint working, goodwill, and people being open and honest about what their council is good at and what issues need to be addressed.

Alternative options for carrying out Peer Challenges

This Step by Step Guide focuses on the 'Team to Team' approach which has been agreed by the Sector Led Improvement Board as the starting point for our Peer Challenge.

However, the NW ADASS SLI Board with support from the NW ADASS Programme Office can support the development and deployment of other supportive processes. Examples include:

- Local authorities may wish to omit the reciprocal team-to-team aspect, instead focusing the challenge solely at themselves. The Programme Office can support local authorities to identify peers drawn across the region, rather than a team drawn from a single local authority.
- Local authorities can access the three day LGA peer review.
- Taking a system-wide, partnership approach.

Alternatively, local authorities may wish to use elements of the Peer Challenge approach to deliver a local bespoke piece of work between departments or local stakeholders. The Programme Office encourages local authorities to always share the learning with the NW SLI Board.

NW ADASS Peer Challenge Training session

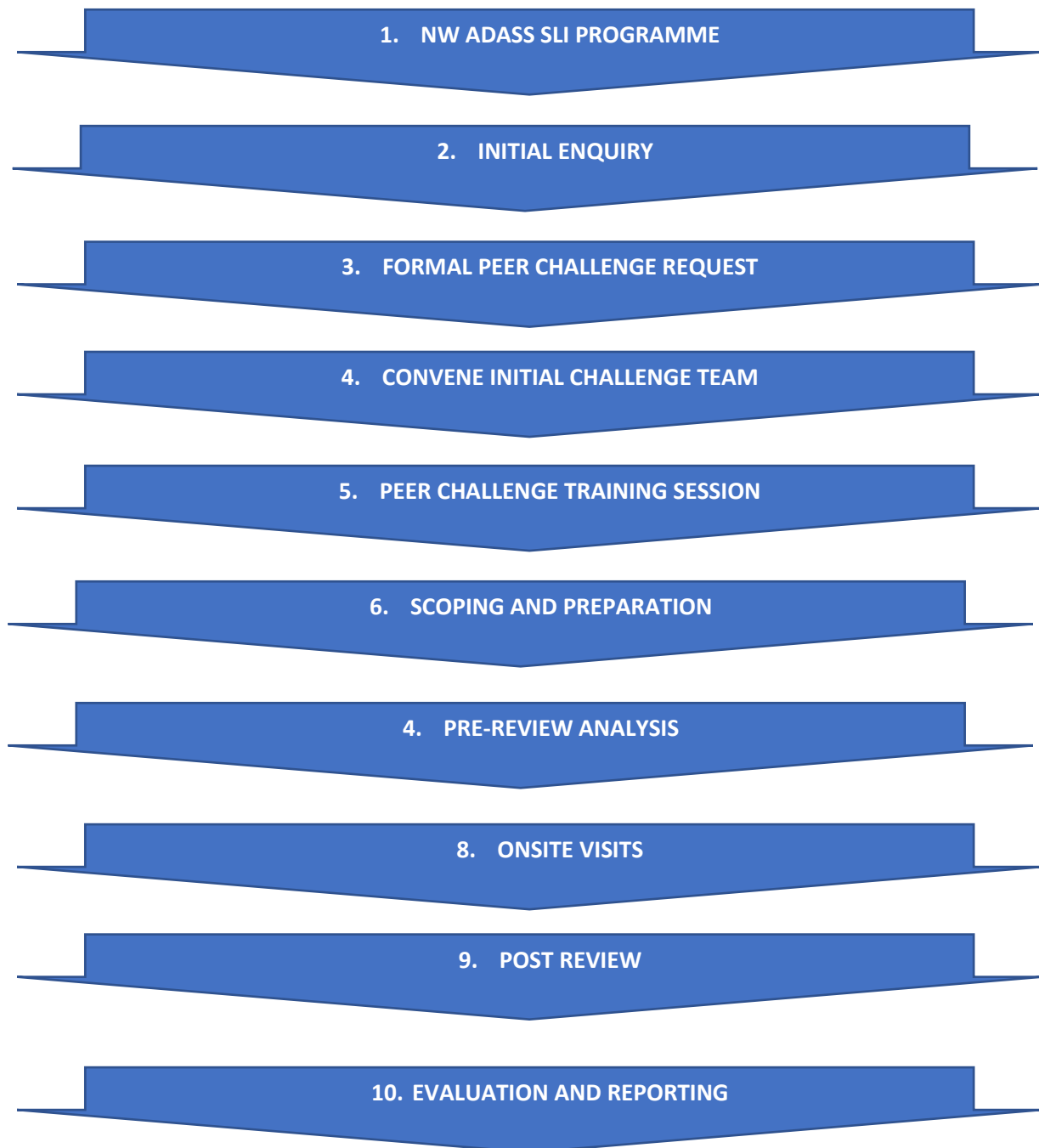
The NW ADASS Programme Office offer a training session for local authorities carrying out Peer Challenges. We suggest both teams come together to receive a briefing on:

- Sector Led Improvement – background and context
- Values and principles
- Methodology
- Defining the scope
- Considerations / Key Success Factors
- Constructing a report
- Taking forward the findings: Accountability / Momentum / Communications / Governance

Examples slides can be found at: <https://drive.google.com/open?id=1cHKexHmcfGqyl-UZBLnZeJMLDiLF5Hp>

The training session lasts approximately 2 hours but can be tailored to meet local needs. Peer Challenge Teams might request a meeting early in the process to support extensive planning and/or a shorter 'check-in' for practical tips before going on site.

Peer Challenge Summary



1. The NW ADASS SLI Programme carried out by the SLI Board

- The Peer Challenge can be proposed by the SLI Board as part of ongoing monitoring of performance and quality information, or within the NW SLI Work Programme.
- The SLI Board may recommend local authorities who might partner with each other at an early stage.
- Local authorities are also encouraged to assess their own requirements for Peer Challenge.

2. Initial enquiry carried out by the DAS or SLI Board

- The local authority indicates to the SLI Board that it may wish to have a Peer Challenge, the topic area and whether it seeks a partner authority.

3. Formal Peer Challenge Request carried out by DASs, SLI Board and Lead Programme Managers

- Discussion between SLI Board and DASs of interested authorities to confirm that a Peer Challenge is appropriate.
- SLI Board to source a partner Local Authority if required.
- Lead DASs to identify a Lead Programme Manager, outlining Headline Themes for Peer Challenge and timelines.
- The Programme Office is available to support early thinking about the Peer Challenge and development of Headline Themes.
- When agreed notification is sent to the SLI Board via the NW ADASS Programme Office, setting out request for any support.

4. Convene initial Peer Challenge Team carried out by DASs and Lead Programme Managers

- Each authority convenes the initial Peer Challenge Team, to support scoping and to take part in any training sessions with NW ADASS Programme Office if these are required.

5. Peer Challenge Training Session carried out by NW ADASS Programme Office

- Optional training session on the Team to Team Peer Challenge process.
- Lead Programme Managers encouraged to consider when in the process this would be most helpful.

6. Scoping and Preparation carried out by Lead Programme Managers

- Scoping
- Finalise Peer Challenge Teams.
- Agree timelines and dates for visits.
- Sources of evidence and key questions are developed by each Peer Challenge Team.
- Sources of evidence and key questions shared by each authority.
- Agenda for visits developed and shared by each authority.
- Venues, refreshments and lunch booked by each authority for their host day.
- Arrangements made for relevant Theme Leads to be present for the appropriate part of the agenda by each authority.
- Presentations prepared for each area of focus by each authority.

7. Pre-Review Analysis carried out by Challenge Team

- Challenge Teams draw out the key points from the partner authority's Headline Themes, sources of evidence, and key questions. These then form the basis for probing, challenge and further exploration during visits.

8. On-site Visits carried out by Challenge Team

- Council provides an overview of their approach, followed by presentations for each area of focus.
- Additional activities (visits, case file review) are carried out.
- Review Team provides high level feedback at the end of the day.

9. Post-Review carried out by DASs and Lead Programme Managers

- Report drafted by each Lead Programme Manager.
- Draft report sent to partner DAS inviting feedback/comments.
- Optional: Follow up workshop between the two authorities to discuss and agree findings of both reports – strongly encouraged and can be supported through the NW ADASS Programme Office.
- Comments on draft report received, amendments are made and the final version issued to partner authority.
- Consideration by each authority on how to report the findings and incorporate the findings into implementation plans.

10. Evaluation and Reporting carried out by DASs and Lead Programme Managers

- Views of both authorities gathered in relation to what worked well/not so well to enable the methodology and process to be further developed – fed through to the Programme Office.
- Lead DASs and/or Programme Managers will provide a presentation to the SLI Board.

Guidance for Lead Programme Managers

Formal Peer Challenge Request

Please find attached at Appendix A a template for submitting your Peer Challenge Request.

Constructing Peer Challenge Teams

Each authority convenes a Peer Challenge team and advises the partner authority of the team members. Lead Programme Managers are encouraged to think about the Team early in the process in order to ensure buy-in and input to the developing scope. The Challenge Team participating in Challenge activity (analyzing documents, visiting the local authority) should reflect the scope that is eventually agreed upon.

Example Peer Challenge Teams for two local authorities reviewing each other's safeguarding arrangements:

Local Authority A

- Director of Operations, Adult Care
- Independent Chair of Safeguarding Adult Board
- Head of Specialist Services, Adult Care,
- Designated Nurse Safeguarding Vulnerable Adults, CCG
- Head of Neighbourhood Teams, Adult Care
- Head of Safeguarding and Practice Assurance

Local Authority B

- Strategic Lead Central Neighbourhood and Lead Professional Adult Social Care
- Director for Integrated Care Services
- Director of Safeguarding and Professional Development
- Director of All Age commissioning
- Safeguarding Board Manager

Example team constructed by the Programme Office and Lead Programme Manager to support a Peer Challenge focused on safeguarding in Cheshire West and Cheshire:

- Head of Service /PSW for Safeguarding
- Strategic Director People's Services
- Interim Director, (Operational) Adult Services (Deputy DASS)
- Director Community Services
- Interim Deputy Director of Adult Social Services
- Head of Safeguarding & Quality Assurance
- Head of Patient Safety and Safeguarding

Example teams for a Care Act Peer Challenge comprised of:

Local Authority A:

- Assistant Director (Adult Support and Safeguarding)
- Assistant Director (Early Intervention and Prevention)
- Assistant Director (Provider Management and Market Development)
- Finance Manager
- Care Act Programme Manager

Local authority B:

- Assistant Director, Adults Services and Health
- Head of Health and Wellbeing
- Service Manager (Governance and Intelligence)
- Business Finance Manager (Adult Social Care and Health)
- Programme Manager (Care Act)

Scoping

This stage requires a considerable time commitment by both authorities although it should remain a less intensive process than the more detailed LGA Peer Review process.

Having selected a topic area to explore, lead Programme Managers will need to consider scoping the review. The NW ADASS Programme Office will be on hand to offer guidance.

Each Challenge Team is advised to:

- a) Identify the Headline Themes for their challenge (local authorities who are challenging each other may wish to focus upon different Headline Themes).

Example Headline Themes for a Safeguarding Peer Challenge

- The Safeguarding adults board
- Safeguarding adults practice
- Whole system reporting
- Managing risks

Example Headline Themes for a Social Work Practice Peer Challenge

- Assurance on the quality of social work practice
- Assurance that the LA's safeguarding, policy, procedure and practice is fit for purpose to protect and deliver outcomes for services users and families.
- Assurance that the LA is meeting its statutory responsibilities in relation to adult safeguarding practice.
- An assess as to the extent which strengths based approach is embedded within current social work practice.

Local authorities are encouraged to think imaginatively about who is involved and the activities that form the onsite Challenge.

- One local authority arranged for a number of relevant Workstream Leads to be present for the appropriate parts of the agenda (in addition to their own Challenge Team).
- Site visits.
- Case file audits.

Example activities include:

- Case file audit
- Staff file audit
- Interviews with :
 - Portfolio holder – Adult Social Care
 - Chief Executive
 - Deputy Chief Executive – People
 - Director Integrated Adult Social Care and Health
 - Director of Commissioning
 - Senior Managers, Team Manager, Practice Managers

Principal Social Worker
Human Resources – Workforce Development
Healthwatch
Service Users, Carers and families.

- Focus Groups with:
Social Workers, Social Care Assessors
Commissioners and Commissioned Services

Please find attached at Appendix B a template for setting out your Headline Themes. The template can also be used to outline your key sources of evidence under each theme, and the questions that you would like the Challenge Team to focus upon.

Although the Step by Step Guide is envisaged as a document that can be used “off the shelf”, the Programme Office is available to support early thinking about the Peer Challenge and development of Headline Themes.

Questions for Programme Managers to consider include:

- **What is the scope?**
- **Why are these Headline Themes important for your local authority?**
- **Who needs to be involved in the Challenge Team?**
- **What sort of local authority would you like to work with?**
- **Have you considered the logistics for each day? Agendas, refreshments, room booking, presentations?**
- **Do you need to identify local leads for parts of the day or outcomes within your scope?**
- **Have you thought about culture and values? Does your team understand SLI? Are you open to challenge?**
- **What questions do you want to answer about your own local authority? If you explore these during the visit to your local authority the visiting team can add their challenge.**
- **How will you report the findings? Will it be presented at public meetings? Will it be presented to members/Scrutiny Committees? What about partners?**

More ‘top tips’ on preparation and scoping are presented at Appendix C and explored during the Training Session.

Pre-Challenge Analysis

We recommend that both participating local authorities identify sources of evidence that set out current policy and performance within their Headline Themes. The approach needs to be proportion – providing only as much information as you feel your partner needs to understand your current situation. Local authorities have advised that completing this stage is not essential – and challenge can be provided via the information gathered during the on-site visits. However, we advise that preparation will help improve the quality of challenge during onsite visits, and that Lead Programme Managers communicate in advance about the approach to be taken.

Resources that can inform scoping, themes and evidence sources include:

- TEASC Self Assessment Tool
<https://drive.google.com/open?id=1Fwc1XLr0Vq7ExAWHD6Bvm5N1JDTITMCQ>
- TEASC Review of Regional Risks and Improvement Priorities
<https://drive.google.com/open?id=1GJnNUsjUMyagahqNXdvs8i9UzeVlc7h>

- Integrated Commissioning for Better Outcomes
[https://www.local.gov.uk/sites/default/files/documents/25.70 Integrated%20Commissioning%20for%20Better%20Outcomes final.pdf](https://www.local.gov.uk/sites/default/files/documents/25.70%20Integrated%20Commissioning%20for%20Better%20Outcomes%20final.pdf)
- Resources and Case Studies via the LGA: <https://www.local.gov.uk/our-support/peer-challenges>

On-Site Visits

The suggest approach is:

- Day 1 – Visit by LA A to LA B
- Day 2 – Visit by LA B to LA A
- Optional Day 3 – Workshop for both authorities to share their findings and recommendations.

Time is allowed after each presentation for questions, discussion and constructive challenge. A Wash Up and Plenary Session towards the end of the day for the visiting Team enables them to consider the information provided, compare notes and to feedback high level findings focusing upon strengths and areas for consideration. On both days, break out rooms should be available for the Challenge Teams to use as and when they wished.

Due to diary commitments, members of the Challenge Team(s) may not be present for the whole duration of the visit.

An agenda for the visits on Day 1 and Day 2 is developed by each authority and shared in advance. Practical arrangements, eg, booking of venues, refreshments and lunch, are made by each Lead Programme Manager for their own host day. Lead Programme Manager build upon the Headline Themes to schedule presentations from the local authority receiving the challenge, interviews and roundtable discussions.

An example agenda includes:

Time	Group	Venue	Group	Venue	Actions/ Comments
9.30-10.00	Welcome and overview	QM2			
10.00 -10.30	Travel to Careline				
10.30 -12.00	Operational activity Visit to Careline	Venture Place	Frontline practitioners (including Making Safeguarding Personal service user case examples/studies)	QM2	
12.00-1.00	Heads of Service	QM2			
1.00-2.00	Lunch	QM2			Order refreshments
2.00-3.00	Leadership	Director's office	Data Analysts		
3.00- 4.00	Time to reflect	QM2			Order refreshments

4.00-4.30	Verbal feedback	QM2			
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Reporting and Evaluation

Producing a report

Following the onsite visits each authority will produce a report of their findings. The recipient authority is given the opportunity to provide feedback on the report, before a final version is produced. The recommended approach is an open dialogue enabling constructive challenge.

An example report structure includes:

(9 pages plus appendix)

- Peer Review Challenge Team
- Context
- Acknowledgements
- Peer Challenge Process
- Brief summary
- Key areas of focus
- Summary of key findings:
 - Strengths and areas of good practice
 - Areas for development
- Suggested Actions
- Post review – Next steps

Examples of Final Reports can be obtained via the Programme Office.

Please find attached a template for a Final Report at Appendix D.

It should be borne in mind that the review is not intended to produce a judgement or to make extensive recommendations. Although the report is the property of the recipient council and is not published by the LGA or NW ADASS, its purpose is to enable improvement and learning, therefore, we encourage sharing amongst system partners to allow for wider learning in the context of SLI principles.

It is the receiving local authority's decision as to where and when the outcome of the review will be discussed, eg, Scrutiny Committee, Health and Wellbeing Board, etc. However, it should be noted that if the report is taken to any such committee or board it will become a public document.

Guidance on action plans and accountability

Following receipt of the final report, each authority should consider how to incorporate the review team's findings into implementation plans, taking the opportunity for sector support through regional arrangements.

Following Peer Challenge the Lead Director is encouraged to respond to the report with an implementation plan and with the Lead Programme Manager report to the SLI Board. This will set out the key learning points and any actions that are being taken as a result of the review.

Our local authorities advise that following the Challenge action is required to ensure the actions are implemented. This includes:

- **Briefings:** Attending Management Meetings, calling new meetings, briefing through staff conferences to make sure that staff were familiar with the content of the review.
- **Ownership:** Developing a Practice Improvement Meeting to develop a response to the findings. This group meets every 6 weeks and at contains staff from all tiers of the Services.
- **Action Plan:** The relevant management group reflects on the process, identifies key workstreams, and develops an Action Plan to support service improvement.

Appendix A

Team to Team Peer Challenge Request

Date

[Please complete]

Lead Director

[Please complete]

Purpose

Xxxxxx Council are notifying the NW Sector Led Improvement Board that they would like to carry out a Peer Challenge. The Peer Challenge will focus upon *[please provide 1 – 2 sentences describing the topic area]*.

Support Required

We like the Board to consider: [please delete/amend]

- Identifying a local authority that can act as the Peer for a Team to Team Peer Challenge.
- Agreeing the Peer Challenge request thereby approving support from the Programme Office and to encourage the participation of colleagues in the NW.
- The Programme Office providing a training session on the Peer Challenge Process.

Appendix B

Team to Team Peer Challenge Headline Themes



Date: *[Please complete]*

Author: *[Please complete]*

Each Challenge Team is advised to identify the **Headline Themes** for their challenge. Each local authority in a Team to Team Challenge may identify different themes. The themes will inform evidence gathered and agenda planning.

Overall focus of the Peer Challenge: *[Please complete]*

Theme Area	<i>[Consider nominating a Challenge Team lead]</i>	<i>[Consider identifying key sources of evidence for this them]</i>

[Through the Scoping Process Challenge Teams are invited to identify the key questions they would like to explore under each Headline Theme. The Challenge Team providing the Challenge will be invited to refine and add to these.]

Theme Area	Key questions

Appendix C: Top Tips for Lead Programme Managers

Logistics

- All your team having access to a tablet or paper copies of the agenda and any supporting papers that have been shared previously
- Having a 'base room' – which has refreshments available throughout or that you all have access to if needed – this can be your confidential space to have open and honest discussions in-between sessions, at lunch and afterwards
- Keep a copy of key papers in your 'base room' – that way whenever you come back to the room you can cross reference and sense check without bothering people unnecessarily
- Have a short briefing session with your own team before you head off in different directions – start from the same page so you all know your roles, who you are speaking too and what do you want to get from each of the sessions.
- Ask your team if there are any 'burning' questions they want to ask throughout the day which you can then come back to at the end of the day and check you covered them all.
- Consider asking the Team you are paired with (the Lead Programme Manager preferably) before you start if there's anything sensitive they should be aware of – there usually is something which people are happy to talk about but may not put in an email. Soft intelligence can be gathered from doing this.
- Agree a main point of contact that is available throughout the day who is available to speak about any logistical issues that may arise for example: People not turning up on time, rooms locked, needing print outs, refreshments – a mobile number and email for this person is usually best or someone sitting near the 'base room' who is there most of the day – you have very limited time so you can't afford any delays / miscommunication which results in missing planned conversations

Approach / Methodology:

- Triangulation of 'evidence' or information you receive throughout the day – you will receive nuggets of information all day and depending on the agenda you will be in different rooms with different audiences. It's important none of the information captured / shared is lost and so having flip charts on the wall in your base room are extremely useful. As soon as someone comes back in the room they can add the most pertinent notes / thoughts on these flip charts for all to see. At the end of the day it makes it a lot easier to triangulate what you have all heard and generate a set of useful recommendations.
- All of the team needs to be challenging throughout the day – it's a useless process unless you all approach this in a similar manner. Be prepared for the process to be hard work but rewarding.
- Be assertive throughout, in a sensible/approachable manner – if you aren't getting the answers you are looking for try a different method of asking the question. There may be reasons an answer is not forthcoming so judge when to leave it and make a note for discussion with your peers later.
- Briefing session at the end of the day – before speaking with any of the team you are paired with have a debrief yourselves to make sure you covered everything you needed / wanted too. You may be able to follow up any gaps via email the following day, make sure you make a note of these straight away whilst fresh in your mind.
- Outline reporting / key messages should be agreed before leaving the site (if not there's always a chance some of the information is lost) – do this by collating / triangulating all the key conversations from before the day itself, onsite conversations and whatever self-assessment information was shared – having some predetermined headings to gather your findings may help organise and speed up your end of day session – align these with the scope of the review

but always have a 'miscellaneous' section where people can record other useful information they have come across throughout the process

- Sense check your outline findings before sharing them broadly – ask the Lead Programme Manager if there's anything they aren't comfortable with – this should also be done at the very beginning, ideally two Lead Programme Managers offline via a phone call or meeting.
- At the end of the day colleagues should ask themselves – what is missing? What haven't I heard today that I would have expected too? But just as important to ask yourself, what was I impressed by? What sounded exciting? What had clear outcomes and benefits? This will enable you to write a balanced report that is challenging yet complimentary, where it can be.
- Be complimentary about the things that have worked well – there will always be something an LA/System is doing well!
- Understand who the report is going too – know your audience – if it's going to elected members some things may need to be worded 'carefully'.
- Look at the example reports so you can have a semi-structured way of wanting to report your key findings.

Appendix D

North West ADASS
Sector Led Improvement
XXXXXX Peer to Peer Review Challenge Report

Challenge focus: XXXXX

Author: XXXXX

Version: XXXXX

Date: XXXXX

Amended: XXXXX

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PEER CHALLENGE TEAM

[Please complete]

CONTEXT

The Team to Team Peer Challenge process carried out with XXXXX is part of the Northwest ADASS approach to Sector Led Improvement. This approach includes a number of tools and techniques which have been developed by the NW SLI Board.

This Peer Challenge was agreed following *[Please complete the background to the Peer Challenge – was it requested by the local Director? Did the NW SLI Programme suggest it?]*

ACKNOWLEDGEMENT

The XXXXX Peer Challenge Team would like to thank colleagues at XXXXX for all their support on this work.

PEER CHALLENGE PROCESS

[Example process]

The NW SLI Programme Manager worked with the identified peer review project leads from XXXX and XXXX to agree the scope of the peer review and key areas of focus (xxxxx). The Lead Programme Manager(s) then agreed a schedule of presentations followed by question and answer sessions with key individuals and teams (including senior managers, practitioners, other Council staff) (see list at appendix A) and a list of key documents the Peer Challenge Team would need to access before and during the 1 day on site (see list of documents at appendix B).

LOCAL AUTHORITY XXX – BRIEF SUMMARY

[Example text]

Situated just to the south-west of XXXXX, XXXX Metropolitan Council covers an area of XX square miles (106 km²) and has a population of XXX,XXX most of whom live within the four main townships of XXXX, XXXX XXXX and XXXX, with each township keen to maintain its own character and identity.

The Council has six main priorities, developed with residents and staff:

- A cleaner, greener borough
- Better roads and pavements
- Improving health and wellbeing of residents
- Preserving and improving educational excellence
- Value for money and low Council Tax
- Fighting crime

[Please include a short summary of the current service and performance for the area of focus for this Peer Challenge]

KEY AREAS OF FOCUS

As agreed between the XXXXXX the Peer Challenge focused on the following areas:

[Please complete]

A number of specific areas of questioning were agreed under each theme (see list at appendix C)

To inform the team to team peer challenge, the Peer Challenge Team met with the following individuals and groups:

[Please complete, amend example below]

Strategic Leadership (DASS)

Operational Leadership (Senior Leadership Team, Managers/Supervisors)

Operational Staff (Practitioners e.g. Social Workers/Frontline staff)

Commissioners

The team reviewed the self-assessment document and associated key documents (detailed at Appendix B)

SUMMARY OF KEY FINDINGS

Strengths and areas of good practice

The following is presented in line with the key areas of focus, it should be noted the following is not an exhaustive list, these are areas that stood out and/or the Peer Challenge Team felt other Councils could learn from.

1. XXXXX

2. XXXXX

3. XXXXX

4. XXXXX

Areas for development

In the course of the peer challenge process in addition to highlighting areas of very effective practice and good performance on XXXXX, the following areas for development and potential improvement were identified:

[Please acknowledge if these may benefit from being raised regionally if, through discussion, they seemed common to other authority areas]

1. XXXXX

2. XXXXX

3. XXXXX

4. XXXXX

SUGGESTED ACTIONS

[Please complete]

POST REVIEW – NEXT STEPS

Report of findings sent to XXXX on XXX.

XXX Council had the opportunity to refine or clarify the report where required, and a final version was agreed on XXX.

XXX Council to consider how suggested areas for consideration can be incorporated into implementation plans and any support required with a recommendation that this is shared with the XXXX DASS by XXXX and then onto the ADASS SLI Board by XXX.

CONTACT DETAILS

For clarification of any of the points raised in this report or any further discussions, contact details are provided below:

Appendix A

List of Presentations by XXXX

Presentation	Lead	Role

Appendix B

List of Documents

[Provide attachment listing all documents listed under the agreed Headline Themes]

Appendix C

[List of specific questions agreed under each theme]