

Corporate Peer Challenge Report

01/06/2026

POLICY AND RESOURCES COMMITTEE
01/06/2026

PART I
CORPORATE PEER CHALLENGE REPORT
(ADCCC)

1 Summary

- 1.1 The Local Government Association Corporate Peer Challenge (CPC) is a valued improvement and assurance tool the LGA offers to councils which is built on the principles of sector-led improvement.
- 1.2 A team of local government peers, led by the Local Government Association (LGA) delivered a Corporate Peer Challenge (CPC) of Three Rivers District Council (TRDC) from 10-13 February 2026. This was the council's second peer challenge, the first was in March 2019.
- 1.3 The CPC report attached at Appendix A provides TRDC with feedback on the peer team's findings. It provides the council with a set of high-level recommendations alongside further recommendations under each of the CPC's core areas. There is an expectation the council will publish this report and a clear action plan to respond to all the recommendations highlighted.

2 Recommendation

- 2.1 That:

Policy and Resources Committee agree to the Corporate Peer Challenge Report.

That public access to the report be immediate.

That public access to the decision be immediate.

Report prepared by: Rebecca Young, Head of Strategy and Partnerships and Katie Stacey, Corporate Services Manager

3 Details

- 3.1 Local authorities are responsible for their own performance and improvement and are primarily accountable locally for this, through their local democratic mandates. Under the statutory Best Value duty, Government expects all local authorities to have a Local Government Association Corporate Peer Challenge (CPC) at least every five years.
- 3.2 CPC is a tried and trusted method of improvement; it provides councils with a robust and effective improvement tool which is owned and delivered by the sector, for the sector.
- 3.3 The CPC covered the following five core areas:

- **Local priorities and outcomes**

- **Organisational and place leadership**
- **Governance and culture**
- **Financial planning and management**
- **Capacity for improvement**

3.4 The LGA peer team spent four days in February doing on-site meetings with members, staff, partners, voluntary and community representatives. At the end of the challenge a presentation was given to all staff and councillors on the findings. Following this the CPC Report was produced (Appendix A).

3.5 Following the CPC report being agreed and published the Council must develop and publish an action plan by the end of July 2026.

3.6 There will then be a progress review with the LGA and peer team – this is an opportunity to discuss progress within ten months of the CPC (end of December 2026). The progress review report should then be published within twelve months of the original CPC at the end of February 2027.

3.7 The action plan to implement the recommendations within the report will be developed and presented at a future Policy and Resources Committee for approval.

4 Options and Reasons for Recommendations

4.1 Having undertaken the CPC in February 2027, Policy and Resources are asked to agree the report produced by the Peer Challenge Team. There are no other optional reports.

4.2 Committee are able to comment on the report which can be feedback to the LGA.

5 Policy/Budget Reference and Implications

5.1 The recommendations in this report are within the Council’s agreed policy and budgets. The relevant policy is entitled Council Plan and was agreed on 24 February 2026

Financial, Legal, Staffing, Environmental, Community Safety, Public Health, Customer Services Centre, Communications & Website.

5.2 None arising. Any financial implications arising from the action plan will be dealt with in a separate report on the delivery of the recommendations.

6 Equal Opportunities Implications

6.1 Relevance Test

Has a relevance test been completed for Equality Impact? An EQIA will be completed for the delivery of the recommendations and actions.	No
Did the relevance test conclude a full impact assessment was required?	No

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7 Risk and Health & Safety Implications

7.1 The Council has agreed its risk management strategy which can be found on the website at <http://www.threerivers.gov.uk>. In addition, the risks of the proposals in the report have also been assessed against the Council's duties under Health and Safety legislation relating to employees, visitors and persons affected by our operations. The risk management implications of this report are detailed below.

7.2 The subject of this report is covered by all Council service plans. Any risks resulting from this report will be included in the risk register and, if necessary, managed within these plans.

Nature of Risk	Consequence	Suggested Control Measures	Response <i>(tolerate, treat, terminate, transfer)</i>	Risk Rating <i>(combination of likelihood and impact)</i>
The CPC Report is not agreed and published within the timescales outlined by the LGA.	TRDC fail to implement the recommendations and improve performance.	P and R to agree the CPC Report	Tolerate	4

7.3 The above risks are scored using the matrix below. The Council has determined its aversion to risk and is prepared to tolerate risks where the combination of impact and likelihood scores 6 or less.

Very Likely ----- Likelihood ----- ▼ Remote	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
	Impact			
Low -----> Unacceptable				

Impact Score

4 (Catastrophic)

3 (Critical)

2 (Significant)

1 (Marginal)

Likelihood Score

4 (Very Likely (≥80%))

3 (Likely (21-79%))

2 (Unlikely (6-20%))

1 (Remote (≤5%))

- 7.4 In the officers' opinion none of the new risks above, were they to come about, would seriously prejudice the achievement of the Strategic Plan and are therefore operational risks. The effectiveness of the management of operational risks is reviewed by the Audit Committee annually.

Data Quality

Data sources:

LGA Corporate Peer Challenge Information

Data checked by:

Katie Stacey

Data rating:

1	Poor	
2	Sufficient	/
3	High	

Background Papers**APPENDIX A****Corporate Peer Challenge Report**

