

Appendix B – Corporate Peer Review Action Plan

Area for Improvement	Activity	How progress is being monitored (for review at CLT – 20/9)
<p>Understanding of the local place and priority setting</p>	<p>1.1 For the council, review the vision and priorities to develop a more specific direction to help inform the difficult decisions to be made.</p> <p>1.2 Consider whether you have the right strategic partnerships – with the right partners – in place to support delivery of priorities</p> <p>1.3 Design engagement with the voluntary and community sector in a way that promotes an ongoing, healthy and productive dialogue – as equal partners.</p>	<p>Through the C21C programme clear areas for ongoing scrutiny around cost and opportunity have been identified for work to support the 3-year financial plan. 12 themes identified within the programme, for detailed examination</p> <p>Role of, and relationships between key partnerships is under consideration, and an emerging ‘Resilient Wokingham’ Strategy will provide an over-arching strategic intent. Outcomes of the Peer Challenge into the Health and Wellbeing Board also shaping partnership</p> <p>Work undertaken with Involve to create a better and stronger platform for engagement and dialogue</p>
<p>Leadership of place</p>	<p>2.1 Develop with partners a long-term vision for the Borough and clarify the roles of the council, partners, and the community roles to deliver this.</p> <p>2.2 Build on the strong start made on public</p>	<p>See above, plus An updated Economic Strategy has been approved and is being implemented. We have strong strategic and working links with the LEP</p>

	<p>consultation and engagement.</p> <p>2.3 Following the publication of the Skills Priority Statement, are you confident you are addressing any skills gaps in the area, not just for Council workers?</p> <p>2.4 Develop a joined up public sector campaign to promote Wokingham as a great place to work to support public and private sector recruitment</p> <p>2.5 Prioritise exploring increased joint working across Berkshire.</p>	<p>Lessons learned from first year: second round of engagement events scheduled and planned</p> <p>This work is addressed in the Economic Development Action Plan. We will be addressing the needs/gaps through this route, with work already underway in relation to hospitality, construction and STEM subjects.</p> <p>Outstanding: Council's Leadership Team to explore approach 10/16</p> <p>WBC has led the way in promoting and hosting shared services, and will continue to do so.</p>
3 Organisational leadership and governance.	<p>3.1 Further clarify roles and responsibilities of members and officers – is the risk that unnecessary escalation of decision-making to members stifles innovation?</p> <p>3.2 Consider how overview and scrutiny can add value in light of the political context</p> <p>3.3 Explore options for member development</p>	<p>Member-officer roles and relationships are currently clear and strong. 'Joint Board' works effectively as to individual lead member-director links and communications</p> <p>New O&S Chair: root and branch review planned to deliver enhanced scrutiny function</p> <p>Programme to be reviewed in the light of</p>

	<p>3.4 CLT and Executive Members need to demonstrate ownership of performance management, and staff development should be clearly linked to productivity and achievement of corporate outcomes</p> <p>3.5 Celebrate success – shout from the rooftops!</p>	<p>the 21 Century Council (C21C) changes 1/17</p> <p>New structural arrangements for PM as part of C21C: to be implemented 1-3/16 Improved engagement of Lead Members through 1:1s with Directors</p> <p>Ongoing: local PR still more effective than sector-wide profile-raising. Will be addressed within the C21C programme</p>
4. Financial planning and viability	<p>4.1 Increase transparency around financial reporting</p> <p>4.2 Develop a medium term financial strategy that provides medium-term planning around future budget envelopes and the nature of required savings</p> <p>4.3 Broaden the ownership of financial planning – it is a critical council-wide, functional issue, not an issue for the finance department alone.</p> <p>4.4 Ensure that members have a full range of savings options in front of them, with an understanding of impact</p>	<p>MTFP process changed for 17-18: built around a 3-year plan, CLT and wider leadership group, and Executive members fully engaged</p> <p>See above</p> <p>See above</p> <p>Business case approach adopted for key savings lines. Business cases then considered by members</p>

	4.5	Consider flexible use of capital	Many posts already capitalised. We operate within regulation and make use of capital flexibly where we can
	4.6	Undertake a review of the future of WBC's own housing stock	Review commissioned: has narrowed the options available for the Council
5. Capacity to deliver	5.1	Work with members to develop a programme of development that supports the '21st Century Elected Member'	This will be taken forward by the C21C Member-Officer Working Group, building on the recent InLogov (Birmingham Uni.) publication 'The 21 st Century Councillor'
	5.2	Ensure that the impact of staffing reductions are identified and do not undermine the delivery of priorities	C21C programme includes risk assessments: for the programme and for each directorate in transition. Staffing issues addressed and mitigation in place
	5.3	Widen collaborative approaches to addressing workforce recruitment and retention across the public sector	It proves difficult to establish collaboration with partner LAs with whom we are competing for staff. Workforce issues a key consideration for the STP work with NHS
	5.4	Identify organisational leadership around relationship with the VCS and ensure a strategic approach to longer-term grant giving and commissioning of the VCS. Consider establishing a Compact between the VCS and the council (and other partners) to set out how all partners will engage with each other	Picked up by Head of Strategic Commissioning. Compact to be complete 3/17. VCS to be involved directly in the emerging Resilient Wokingham strategy and work programme

<p>6. Responding to austerity</p>	<p>6.1 Adopt transformation plans with sufficient pace to be able to mitigate the impact of the funding situation anticipated in 2019/20.</p> <p>6.2 Embrace collaboration and multi-agency working across both Wokingham and Berkshire.</p> <p>6.3 Review whether the Council is making the most use of its assets.</p> <p>6.4 Consider how best to start a conversation with the local community about charging for services and self-reliance.</p>	<p>C21C programme achieves this</p> <p>We are actively engaged in this already where opportunities emerge. WBC has 'led the charge' for the establishment of shared services</p> <p>Asset Review programme underway. WBC also lead agency for One Public Estate bid, leading partnership of 6 Las, Police, Fire, Health, Gov't Property Unit</p> <p>We are picking this up in the 16-17 round of budget consultation events</p>
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