

Appendix B – Corporate Peer Review Action Plan – Submitted to the Executive on 27 October 2016

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>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>2.2 Build on the strong start made on public 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>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&amp;S Chair: root and branch review planned to deliver enhanced scrutiny function</p>

	<p>3.3 Explore options for member development</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>Programme to be reviewed in the light of 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>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>4.4 Ensure that members have a full range of savings options in front of them, with an understanding of impact</p> <p>4.5 Consider flexible use of capital</p> <p>4.6 Undertake a review of the future of WBC's own housing stock</p>	<p>Business case approach adopted for key savings lines. Business cases then considered by members</p> <p>Many posts already capitalised. We operate within regulation and make use of capital flexibly where we can</p> <p>Review commissioned: has narrowed the options available for the Council</p>
5. Capacity to deliver	<p>5.1 Work with members to develop a programme of development that supports the '21st Century Elected Member'</p> <p>5.2 Ensure that the impact of staffing reductions are identified and do not undermine the delivery of priorities</p> <p>5.3 Widen collaborative approaches to addressing workforce recruitment and retention across the public sector</p> <p>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.</p>	<p>This will be taken forward by the C21C Member-Officer Working Group, building on the recent InLogov (Birmingham Uni.) publication 'The 21<sup>st</sup> Century Councillor'</p> <p>C21C programme includes risk assessments: for the programme and for each directorate in transition. Staffing issues addressed and mitigation in place</p> <p>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</p> <p>Picked up by Head of Strategic Commissioning. Compact to be complete 3/17. VCS to be involved directly in the emerging Resilient Wokingham strategy</p>

	Consider establishing a Compact between the VCS and the council (and other partners) to set out how all partners will engage with each other	and work programme
6. Responding to austerity	<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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