

## LGA PEER CHALLENGE – FOLLOW UP ACTION PLAN

November 2018

No.	Issue	Actions	Lead Officer	Target Date
1	<p><b>Develop an evidence-based approach to the council’s understanding of the views and needs of the whole community</b> - This will help balance strong local opinion and reinforce the decision-making process</p>	<p>Undertake Residents’ Survey to understand the opinion and views of our residents.</p>	<p>Corporate Head of Strategic Support</p>	<p>February 2019</p>
2	<p><b>Be clear about how WCC is approaching transformation, entrepreneurialism and digital</b> - ensure ambitions are understood by members and staff and supported with appropriate skills and technology</p>	<p>Create a Transformation Programme for the Council that supports its aims and ambition including that of being entrepreneurial in its approach</p>	<p>Strategic Director Resources</p>	<p>February 2019</p>
3	<p><b>Clarify roles, responsibilities and accountabilities.</b> Staff structures seem confusing and, whilst they support effective service delivery, they inhibit collaborative and ‘horizontal’ working.</p>	<p>Review the Constitution with the remit focussed on</p> <ul style="list-style-type: none"> <li>▪ Effective and efficient decision making</li> <li>▪ Effective contribution to policy development and pre-scrutiny</li> <li>▪ Greater clarity on delegations between members and officers</li> <li>▪ Build on existing review of PHDs to make these more effective</li> <li>▪ Clarity of financial rules of procedure</li> <li>▪ Build on effective member briefing/policy briefings</li> </ul>	<p>Strategic Director: Resources</p>	<p>March 2019</p>

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		Review and refresh member/officer protocol to help clarify what is expected of members and officers and how they work together.	Strategic Director: Resources	March 2019
3	<b>Strengthen programme and project management</b> – The council's Programme and Project Management Office needs to be suitably placed within the organisation and empowered to deliver and hold others to account.	Review the approval process for new projects, ensuring that the process considers the resources required to manage the project through to completion.	Strategic Director: Resources	December 2018
		Implement clear Gateway process for the management of projects as they move through the project cycle.	Strategic Director: Resources	November 2018
4	<b>Use the new People Strategy/Workforce Plan to address concerns that the council has the capacity but lacks the skills to deliver</b> , alongside new approaches to pay and reward, to ensure the council can attract the right people and to blend internal and external expertise	Review WCC salary scales against nearest neighbours and make adjustments to ensure the Council can continue to attract high calibre, skilled staff	Strategic Director: Resources	November 2018