

**LGA PEER CHALLENGE – ACTION PLAN (SUBJECT TO CABINET CONSIDERATION ON 15 OCT 2024)**

October 2024

No.	Recommendation	Actions	Lead Officer	Target Date
1	<p><b>Governance/decision making</b> – consider instigating a review to reduce the call on officer and member resource and increase the effectiveness of Cabinet, Scrutiny and Policy Committees.</p> <p>Through streamlining the decision-making process, the hope would be to improve the efficiency whilst maintaining the quality and robustness of decisions.</p>	<p>Explore issues in the report preparation process with officer team and Cabinet. MO to offer briefing or training in response</p> <p>Explore issues with Group Leaders, Group Managers to seek views from Groups and review at Group Leader meeting.</p> <p>Ensure O&amp;S Chairs have a joint planning meeting with MO to enable efficient prioritisation of resources and effectiveness of meetings</p> <p>Implement any agreed changes to decision making calendar or decision-making process for 25/26 and continue to dynamically review</p>	Monitoring Officer	December 2024
2	<p><b>Digitalisation</b> – ensure there are sufficient resources and expertise to engage services on digital transformation. The council should develop a dedicated Digital Strategy and Action Plan with key milestones to allow efficiencies to be realised and for services to be improved.</p> <p>There is a need for the council to be clear with officers and members on what digital means, and the intended outcomes from the transformation.</p>	<p>Digitisation to be clearly embedded as a foundation in council plan 25 – 30</p> <p>Prepare a digital strategy and action plan to enable a planned programme of work to be developed to support efficiency and improved customer experience</p>	Director (Finance)	December 2024

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3	<p><b>TC25</b> – The TC25 programme is well embedded with staff and communicated with members. Providing clarity on the narrative of the reasons, aims and relevance of the programme and potential impact across the whole council would be helpful.</p>	<p>TC25 to be clearly embedded in council plan 25 – 30</p> <p>Continue to ensure the TC25 narrative and financial challenges facing the council in the Housing Revenue Account and General Fund are understood through regular internal communication.</p> <p>Ensure the communication plan for budget 25/26 reflects the TC25 programme aims</p> <p>Dynamically update key messages internally and externally as the programme progresses</p>	Director (Finance)	December 24 and ongoing in response to delivery need
4	<p><b>Organisational Development</b> – As the council heads into a period of significant change, WCC should consider developing a strategy that identifies and delivers the skills and culture to ensure that council objectives are delivered – this is beyond an HR function.</p>	Develop a targeted framework of guidance and approaches that supports delivery of council services in a challenging financial context with a new national government	CX	Ongoing in response to delivery need
5	<p><b>Balance ambition with capacity</b> – As the council moves to a phase of reduced resources and capacity, ensure that the council is clear the costed priorities and have the resources to deliver them.</p>	Continue to rigorously prioritise activity to develop service plans that aim to achieve positive community outcomes and are deliverable and affordable.	Cabinet and ELB	March 25 for 25/26 service plans
6.	<p><b>Golden thread</b> – The council should use the Corporate Plan and performance framework to ensure priorities and values then cascade through service plans and appraisals for all staff.</p>	<p>Continue to anchor service plan activities and appraisal objectives to corporate plan priorities.</p> <p>Continue to provide annual appraisal briefing for managers</p>	Senior Policy & Programme Manager  Service Lead (HR)	March 2025 for service planning and appraisals 25/26

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7.	<p><b>Member development</b> – there is a solid traditional member training programme in place; members might take more ownership of their wider development; this could be led by a member development group. You may want to consider pursuing the Member Development Charter Status to provide a framework for this.</p>	<p>Review and refresh current approach and support in line with LGA best practice documents</p> <p>Group Managers to seek views from Groups on the council's approach to member development and whether to pursue Charter Status. Review at Group Leader meeting.</p>	Monitoring Officer	<p>March 26 for additions to 26/27 programme</p> <p>Dynamic additions as required</p>
8.	<p><b>A "One District" approach</b> - Ensure that communication of the council's vision makes it clear that you are delivering for the whole district. Consider how you can build upon existing relationships with Parish Councils by resetting engagement, communications and partnership opportunities.</p>	<p>Continue to communicate and demonstrate the commitment to 'the whole district' across all council communications and activities.</p> <p>Maintain strong and respectful relationships with parish councils and other stakeholders to work together and strengthen district wide communications</p>	Cabinet/ELB/All	<p>December 25 to inform council plan preparation and ongoing as BAU</p>
9.	<p><b>Equality, Diversity and Inclusion</b> - The team recognise the council is at the start of its journey on equality, diversity and inclusion (EDI). There is an opportunity through a revised EDI strategy to reflect the work you are doing and to prioritise this.</p>	<p>Review and refresh the current Public Sector Equality Duty Policy and create an Equality, Diversity and Inclusion Strategy and Action Plan, including refreshed EDI objectives and LGA Equality Framework actions.</p>	Senior Policy & Programme Manager	<p>March 2025</p>