

Warwick District Council – Local Government Association 2023 Peer Review Action Plan:

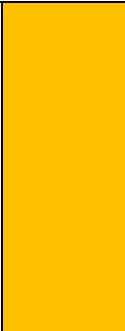
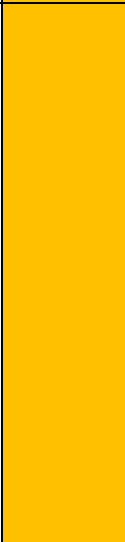

RAG Status key:

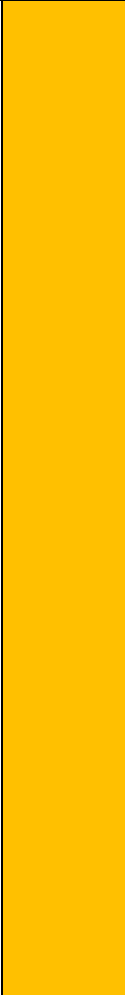
Not started	In progress	Completed
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Peer Review Recommendations	Lead Officer(s)	Actions to respond to the recommendation	Progress against actions	Target date	Status
1. Invest time in developing the relationships and ways of working between the new administration and the senior officer team to build a shared understanding of new corporate priorities and how they will be delivered.	CE DK	SLT/Cabinet away day with facilitation from the Local Government Association Cabinet/senior officer meetings to be scheduled on a weekly basis	<ul style="list-style-type: none"> LGA have been contacted and waiting for a response. Meetings now in the diary and happening. 	Dec 2023	
2. Consider and set out clearly the Corporate Strategy development process, with clear timescales for completion and consideration of how the organisation's 'golden thread' will be established to ensure effective delivery	CE DK	Corporate Strategy to be considered by: Partners to be asked for comments on emerging draft in August. Staff asked for contributions from August.	<ul style="list-style-type: none"> Corporate Strategy drafted. Timeline established. Cabinet report written. Internal and external consultation and engagement undertaken. 	Nov 2023	

		<p>Emerging draft considered by O&S in October</p> <p>Final draft to be considered by Cabinet in November 2023</p> <p>Final draft to be considered for approval by Council in November 2024</p> <p>Comms Strategy for public, partners and staff to be agreed.</p>	<ul style="list-style-type: none"> Corporate Strategy going to Cabinet and Council in November 		
<p>3. Build on the existing processes to further strengthen and ensure transparent and robust governance.</p>	<p>GL DK</p>	<p>Review of Scrutiny being led by the O&S Cttee to explore ways to further improve effectiveness.</p> <p>Develop action plan to support effectiveness improvements.</p>	<ul style="list-style-type: none"> Scoping meeting booked with the Chair of Overview & Scrutiny to action plan areas of improvement. O&S have been asked to review their remit, role and capacity (Dec) 	<p>March 2024</p>	
<p>Ensure that there is a clear politically-led process for identifying and delivering priorities and sufficient capacity and authority to manage the level of risk of the organisation.</p>	<p>GL DK</p>	<p>Review of Corporate Projects including reporting of progress and risks between SLT and Cabinet</p> <p>Review project management and business case approval processes and procedures</p>	<ul style="list-style-type: none"> Central corporate project register updated and currently being reviewed. Project management action plan has been developed. 	<p>Review March</p>	

<p>Review the effectiveness of the Programme Advisory Boards, and replicate good sectoral practice such as establishing formal, regular statutory officer meetings.</p>	GL	Clarify and improve reporting governance	Agreement from SLT on report deadlines for their meetings and reminders gone to all report authors on report deadlines.	Completed	
	GL	Review effectiveness of programme advisory boards	<ul style="list-style-type: none"> Now expecting engagement through a services of specific working parties and informal focus groups as required. Potential for Shadow Portfolio Holders as well. 	Review Feb 2024/ongoing	
	CE AR GL	Regular meetings of Statutory Officers to be scheduled.	<ul style="list-style-type: none"> Bi-Monthly meetings of Statutory Officers now scheduled and first one held 	Completed	
<p>4. Consider how to establish a clearer narrative in reports and briefings regarding the Council’s financial position which aids understanding and decision making across the organisation.</p> <p>Clarifying the assumptions driving good financial management, decision making and determining the need for savings are particularly important.</p>	AR	<p>Engagement with Committee Chair and Portfolio holder to provide greater clarity within narrative and explanations of complex financial processes.</p> <p>Engagement with key stakeholders across the Council (member training / bi-annual updates to managers via managers forum and open sessions for wider staff to attend</p>	<ul style="list-style-type: none"> Initial meeting has taken place upon review of the Q1 Budget Report, with agreed recommendations to be taken forward and implemented for Q2. 1st sessions of Member training delivered, with further sessions to follow. Delivery of Finance update at managers forum in September 	<p>Dec 2024</p> <p>Sept 223</p>	

<p>5. Ensure that whatever ambitions the Council may have are balanced with the need to ensure sufficient focus and grip on the performance of core service delivery “brilliance in the basics”</p>	<p>DK</p>	<p>Updating of the service area actions plans to include any new performance metrics. Development of the change programme business case</p> <p>Review corporate performance reporting.</p>	<ul style="list-style-type: none"> • Change programme business case scoping has commenced. • Service area action plans currently being reviewed. • Member awareness sessions being planned. 	<p>Review Feb 2024</p>	
<p>6. Review and further develop the Council’s Corporate Performance Framework, ensuring performance information can be used effectively to support service, corporate and public needs and as a vehicle to inform decision making, celebrate success and support risk identification and service improvement.</p>	<p>DK GL</p>	<p>Review of corporate performance framework to underpin the new corporate strategy.</p> <p>Review and implementation of improved quarterly reporting on measures of both Councillors and public to access</p> <p>Review of the Council’s approach to risk management</p>	<ul style="list-style-type: none"> • Additional corporate resource to support corporate policy and performance, being considered 	<p>April 2024</p>	
<p>7. Consider the standard pay rates and the influence and impact these may have on addressing workforce challenges.</p>	<p>TD</p>	<p>Standard pay rates reviewed Nov 22 and options assessed.</p>	<ul style="list-style-type: none"> • Action - ‘Working for Warwick Award’ April 2023 and April 2024 (increase 1 increment each year). 	<p>Completed</p>	

<p>8. Use the move to the new offices to redefine the identity of the Council, 'the Warwick Way' to reinvigorate the corporate 'heart' of the organisation. Central to this will be establishing a framework for hybrid working which provides clarity and expectations and maximises the benefits and balance of home/remote/office working.</p>	<p>SLT</p>	<p>Key events in the progression to agile working have included: Engagement with Managers/Staff/Cllr through ongoing surveys and communications: 'Steps to Recovery' (May 2020) 'Thrive' Health and Well-being Survey' (Nov 2022) 'Pulse' (June 2023)'Green Travel Plan' Survey (Jan 2023) Training: 'Remote Working Virtual Masterclass' (2020 – 2021) Engaging and Motivating Hybrid Teams (2022)</p> <p>'Ways of Working Managers Guide' (June 2022) with a 'toolkit' of support and information 'Agile Working Guidelines' (March 2023)</p>	<ul style="list-style-type: none"> • Consider the groups/meetings/activities across the Council (not just linked to S1) and revise the requirement for hybrid, face to face or virtual. This is a pragmatic approach to provide the 'human' connection through existing avenues. • Re-launch of the 'Ways of Working – Managers Guide' linked to the peer review recommendation which highlights a toolkit of support for these discussions to be reinvigorated. • This should Improve middle manager confidence in business need over flexibility requests. • Progress the 'Induction' review project to include considerations from the Peer Review. 	<p>Review progress Sept 2024</p>	
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