

<b>Appendix 2</b>	
<b>Summary of recommendations</b>	<b>Proposed Action in response</b>
<p>Warwick has made good progress since the Peer Team's visit in July 2016. There is ambition and commitment to work hard for the District. Further to the feedback provided above the Peer Team have made some specific recommendations for the Council to consider:</p>	
<p><b>1. Agree and focus on your priorities</b> Warwick is ambitious and the Executive and Management should invest time in focusing in on the organisation's priorities and communicating these. This would focus delivery and ensure that there is clarity across the organisation.</p>	<p>1a. That the new Administration prepares a Council wide Business Plan for the period to the next elections in 2023. 1b. That the Business Plan sets out the Council's key priorities for the period. 1c. That a report be brought to the March 2019 Executive setting out a proposed template and process for developing such a Council wide Business Plan.</p>
<p><b>2. Step up your monitoring and oversight to prevent being blown off track</b> Having effective and proportionate arrangements in place for the Council to receive timely and relevant data and information to track and monitor progress of key priorities is important. This will allow the Council to keep an overview on delivery and help to keep on track with priority projects.</p>	<p>2a. That the Council's Performance Management and Reporting framework is reviewed in the context of having a Council wide Business Plan. 2b. That a report is brought to the March 2019 Executive setting out the proposed revised Performance Management and Reporting Framework.</p>
<p><b>3. Increase your resilience in key areas</b> The Peer Team recognise that where this has been done it has produced good outcomes for Warwick and there are plans in place to look into other areas of Council business. We would encourage you to continue to review this.</p>	<p>3a. That in the context of a Council wide Business Plan a review of the Council's ability to deliver the agreed ambitions/priorities is undertaken and reported in the late summer 2019; 3b. That this review seeks address the resilience issues identified by the Peer Review. 3c. To support CMT/SMT, greater operational staff support resource is provided. 3d. That such support is addressed within the 2019/20 budget.</p>

<p><b>4. Celebrate your successes!</b> The annual talk and expo of services to showcase achievements are good ways of celebrating your achievements but you may want to consider further opportunities to celebrate staff where they have achieved particular outcomes.</p>	<p>4a. That the Expo is held again in 2019 to coincide with the induction of members of the new Council (late May/early June 2019) and thereafter every other year. 4b. That there is a special session of the Expo for Councillors and Partners. 4c. That a report on other ways the Council can recognise success of staff individually and collectively is brought forward to the Employment Committee by September 2019.</p>
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<b>Summary of proposed recommendations - IIP</b>	<b>Proposed Action in response</b>
<p><b>1. Review and define the role of leaders in enabling high performance</b> - To include a reflection on the strategic/tactical interface of SMT and CMT in forming and enabling strategic decision making. Also, to enhance the understanding and capabilities of all managers to facilitate a high-performance culture in all areas.</p>	<p>1a. Training/facilitated briefing workshop Dec and Jan 2018. This is a continuous process and development of skills/knowledge and approach. Monitoring through 12/24 month IIP interim reviews</p>
<p><b>2. Establish and monitor measures of high performance</b> - Making more effective use of metrics and benchmarks to monitor, review and communicate the impact of the People Strategy on performance</p>	<p>2a. Ongoing data analysis utilising new Apprentice to review benchmarking and presentation/interpretation of the data</p>
<p><b>3. Refresh the core values</b> – Ensuring that everyone understands that they remain valid and are more conscious of the associated behaviours when managing and celebrating performance.</p>	<p>3a. Review planned to be undertaken after the May elections in conjunction with the development of the Business Plan.</p>
<p><b>4. Enable more collaboration and innovation-</b> With a focus on facilitating more collaboration across teams and enabling innovative ideas to be considered and actioned with pace.</p>	<p>4a. Scope of how this might be achieved to be developed and reported for approval by September 2019.</p>

<p><b>5. Improve planning and coordination of change -</b> Taking a more planned approach to change projects that considered the impact on teams and their users at an earlier stage and coordinates change activities more effectively.</p>	<p>5a. Part of business planning initiative</p>
<p><b>6. Recognition of teams on their achievements -</b> Extending the best practice in recognising and celebrating individuals to improve how the achievements of teams can be recognised more overtly across the Council by their colleagues</p>	<p>6a. Review took place March 2018, further considerations to be included in People Strategy Action Plan update February 2019.</p>