

CORPORATE PEER CHALLENGE: ACTION PLAN

AREA	PEER TEAM FEEDBACK	ACTION	BY WHO	BY WHEN	STATUS
New Operating Model	<p>The model is appropriate. Move quickly to a new organisational shape to support the Chief Executive and consider communications and engagement of the model.</p> <p>The council needs a decent corporate transformation function with a planned methodology and programme management approach.</p> <p>Workforce strategy required in partnership which develops connected leadership from the top to the bottom of the organisation.</p> <p>Develop leadership resource to create capacity to deliver change.</p>	<p><u>Immediate Action</u></p> <p>Identify immediate resource to strengthen transformation function and develop programme methodology and approach.</p>	CEX / Head of Human Resources	March 16	Green
		<p>Identify immediate resource to develop workforce development capacity that fully aligns to a new transformation programme.</p>			
		<p>Identify the commercial skills, capability and capacity required in key posts to develop the Council's approach to commercialism.</p>		June 16	Green
		<p>Complete review of short term capacity gaps in the Council's corporate functions and immediate resource requirements.</p> <p><u>Long Term Action</u></p> <p>Implement New Operating Model to create the following functions and strengthen organisational capability and capacity:</p> <ul style="list-style-type: none"> - strategic hub - business management functions - delivery vehicles 			
<p>Review leadership training and development programme to create leadership capability within the organisation and with partners.</p>	<p>Review and refresh the organisational values and behaviours to ensure they are clear and visible and ensure they are launched as part of the new operating model.</p>				

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		<p>Develop approach to Wirral's digital agenda and consider a more flexible and agile approach to working.</p> <p>Develop commercial skills training approach for staff.</p> <p>Review business processes to ensure they are appropriate to support service delivery.</p>			
Financial Strategies	<p>Make the transition from a short term budget to a more 'pledge driven' budget.</p> <p>Develop the read across between the strategic intent and the delivery models.</p> <p>Develop the 2016/17 budget and make steady progress towards a 'pledge driven' budget.</p> <p>Develop the Council's commercial approach.</p> <p>Align the financial strategies of partner agencies with the Wirral Plan.</p>	<p><u>Immediate Action</u> Conclude current round of budget planning by December 2015 for consultation and approval by Council in March 2016.</p> <p>Accountability Statements to be issued to responsible officers at start of each financial year. This process will include signing for budgets by budget holder.</p> <p><u>Long Term Action</u> Develop future business planning approach with Chief Officers for 1 year business plans in place for each functional area aligned to the new delivery vehicles.</p> <p>Commence 2017-18 and future years budget planning process in March 2016 which is fully aligned to partner plans and the delivery of the Wirral Plan pledges.</p>	SLT / Chief Officer Group	<p>March 16</p> <p>June 16</p>	Green

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Relationship with residents	<p>Consider the council's role with its citizen and manage residents' expectations on services due to funding reductions.</p> <p>Take a partnership approach to engagement and communications. Explore the potential to develop a joined up communications function.</p> <p>Build on the role of ward members as community advocates and leaders.</p>	<p>Develop approach to communications to encourage a new relationship with residents with partners which focusses on behaviour change, co-production and co-design with residents and the Council's leadership role.</p>	Senior Manager: Communications and Marketing	June 16	Green
Wirral Partnership	<p>Consider the key priorities and projects for the next 12-18 months.</p> <p>Identify the appropriate sequencing and interdependencies.</p>	<p>Develop and implement partnership enabling projects including digital, assets and neighbourhood working approach.</p>	SLT / Wirral Plan Partnership Delivery Group	June 2016	Green
Devolution	<p>Utilise the Combined Authority as the means of agreeing practical collaborations</p>	<p><u>Immediate Action</u> Identify the immediate organisational resources required to deliver the agreed devolution deal.</p> <p><u>Long Term Action</u> Identify the long term resources required to represent Wirral's contribution to the implementation of the devolution deal.</p>	CEX	<p>Complete</p> <p>May 16</p>	Green