

Public Document Pack

PARISH CONFERENCE

TUESDAY, 14 NOVEMBER 2017

PRESENT: Councillors Christine Bateson (Chairman)

Also in attendance: Councillor David Coppinger, Jo Stickland (Datchet), David Burfitt (Hurley), Katy Jones (Datchet), Peter Lord (Wraysbury), Mandy Brar (Cookham), Des Warren (Shottesbrooke), Heather Scott (White Waltham), Barbara Story (Sunninghill & Ascot), Bob Austen (Eton Town), Millie Williams (Wraysbury), Linda Jones (White Waltham), Paula McLoughlin (White Waltham), Jim Cooke (Bisham), Martin Coker (Cookham), John Birkett (Waltham St Lawrence), Sandra Baker (Hurley & DALC), Pat McDonald (White Waltham), Vernon Nosal (Optalis), Chris Graham (Bray), Diana Hughes (Wraysbury), Jane Dawson (Old Windsor), Stephen Hedges (Cox Green) and Ian Harvey (Cox Green).

Officers: Alison Alexander, Harjit Hunjan, Jenifer Jackson, Andy Jeffs, Shilpa Manek, Suzanne Martin, David Scott, Mary Kilner, Terry Baldwin, Louisa Dean, Louise Freeth, Jacqueline Hurd and Michael Llewelyn

WELCOME AND INTRODUCTIONS (5 MINS)

The Chairman welcomed all to the meeting and introductions were carried out around the room.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Ken Elvin (Bray Parish Council), Anne Catherine Buxton and Ruth Davies (Sunningdale Parish Council).

MINUTES FROM LAST CONFERENCE (5 MINS)

The Minutes of the last meeting on 13 June 2017 were **Unanimously Agreed** after the following changes:

Add attendees from Cox Green Parish Council – Stephen Hedges and Ian Harvey and correct spelling for David Burfitt.

FEEDBACK FROM THE MANAGING DIRECTOR AND EXECUTIVE DIRECTOR ON RECENT VISITS TO MEET PARISHES (10 MINS)

Andy Jeffs, Executive Director provided a summary of the items raised by parishes and some proposed solutions. Presentation Attached.

The most recent structure charts were distributed to all attendees. Attendees were reminded the current versions are available on the RBWM web site. Attached.

The Parish Charter had been discussed and was later on the Agenda.

Andy Jeffs informed the Conference that he was the Executive Director with the responsibility for Parishes. Andy Jeffs offered to have further local meetings and suggested that Officers could attend Parish meetings as required to review and discuss specific issues. There was a clear contact process directly through Officers, the numbers and emails were all on the structure charts.

The borough was happy and committed to support Parishes more on things such as GDPR or S106 to CIL.

REFRESH OF OUR PARISH CHARTER (40 MINS)

Andy Jeffs, Executive Director provided the Conference with guideline of what to consider during the half hour workshop. The outcomes would all be considered when drafting the refreshed Parish Charter. Each group would have a council officer facilitating the workshop. Presentation Attached.

At the end of the half hour workshop, each table reported on some key points they had considered and recorded, as below:

The refreshed Parish Charter would need to include:

- Clear themes from the visits.
- Partnership working.
- Building mutual trust.
- Language in the Charter, communications of how and when.
- Timely feedback.
- Parish Councils very unique, recognition that they work differently.

The way forward would now include a working group to draft a refreshed Parish Charter, ready to have on the Agenda for the next Conference. The working Group would consist of volunteers from Bray, Cookham, Old Windsor, Datchet, Cox Green, Bisham and south of the borough (TBC).

ELECTORAL REVIEW (15 MINS)

Suzanne Martin, Electoral Services Manager, gave a presentation to the Conference on the Electoral Review. Presentation Attached.

Points raised after the presentation included:

- 57 councillors reduced to 43 councillors has been agreed by the Local Government Boundary Commission for England during Stage 1 of the review– This agreed recommendation was 43 councillors plus or minus one.
- Changes to RBWM Wards will not change the existing Parish areas.
- The current working proposals subject to the final Working Group views later this week will be a pattern of 19 wards, 8 in Windsor and 11 in Maidenhead, some would be represented by two Members and some by three Members to give the total of 43 overall.
- to the review had been triggered to enable the number of councillors for 2019 onwards to be considered.

REVIEW OF THE REFRESHED RBWM WEBSITE (5 MINS)

Louisa Dean, Head of Communications, gave the Conference a quick run through the new refreshed website. Louisa Dean showed a few examples of what and how information could be found on the new website.

Points raised by the Conference included:

- No tab for Residents, residents may feel that they have not been thought about.
- Train link missing from website
- Wifi issue on container library
- Search issues

- Flood info missing from website
- Planning portal issues

BOROUGH LOCAL PLAN & NEIGHBOURHOOD PLANS UPDATE (20 MINS)

Councillor David Coppinger introduced himself to the Conference as the new Lead Member for Planning. Councillor Coppinger informed the Conference of where the borough is with the draft Borough Local Plan. Councillor Coppinger then introduced Jenifer Jackson, Head of Planning, who gave a presentation on the update on the Borough Local Plan and Neighbourhood Planning. Presentation Attached.

Jenifer Jackson went through the next steps in the borough local plan process and what will take place by 31 January 2018.

Jenifer Jackson went through each Parish Council and updated the Conference on where each were at present with regard to their local Neighbourhood Plans.

Finally, Jenifer Jackson updated the Conference on planning issues, such as the stakeholder meeting, the service improvement plan, recruitment in planning, the ongoing gypsy traveller accommodation assessment evidence work, the joint minerals and waste plan, the authority monitoring report and the borough design guide.

ACTIONS FROM THE LAST MEETING (5 MINS)

The Actions from the last Conference were discussed and agreed.

THE LOCAL GOVERNMENT ASSOCIATION REVIEW (15 MINS)

The Conference received an update from the Managing Director, Alison Alexander on what the review identified and the way forward. Presentation Attached.

Alison Alexander provided information on the team that conducted the peer review, how they conducted it, who they approached, the scope of the peer challenge, the five core components and the recommendations.

The peer review team had detailed three main recommendations, to **Pause** on making change, to **Embed** all changes made and **Explain** to the organisation, partners and residents so they all understand the changes and why they had happened. Further recommendations were made and these covered areas such as structural and constitutional governance, accountability, scrutiny, financial planning viability, capacity to deliver and leadership of place.

The Parishes asked why they were invited to the LGA review meeting and on arriving, turned away. Alison Alexander explained that the Review was a Borough request and the decision had been taken not to include the Parishes directly as a number of other local residents representatives had been involved.

Chris Graham, Bray Parish Council highlighted that it was unsatisfactory that they were turned away. Alison Alexander responded that the peer review had now finished and that could not be changed, however going forward, we would want to continue to work with the Parishes.

DATE OF NEXT CONFERENCE

The Conference noted that the date of the next Parish Conference would be

- Thursday 15 February 2018

The meeting, which began at 6.30 pm, finished at 9.20 pm

CHAIRMAN.....

DATE.....

Parish Conference

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Feedback from recent visits to Parish Councils



Feedback from recent visits to Parish Councils

Key themes of discussions:

- Communication
 - Needs to be improved at a strategic and operational level
 - Problems using Parish phone number in CSC and level of knowledge of staff about what Parishes do
 - It has become more difficult getting hold of the right person in the Council to get a satisfactory resolution
 - Delay in responses being provided by us particularly those sent in by email or through 'Fix-it'
 - Recent changes to delivery models of some Council services has caused some teething issues. Updated structure on the web-site required
 - ATRB and Web-site could be better used to promote
 - More consultation please

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Feedback from recent visits to Parish Councils

Key themes of discussions (continued):

- Parish Charter and Conference
 - Charter needs to be refreshed to reflect current requirements
 - Conference needs to be more strategic and less operational
 - Do we need them every 6-months?
 - More local meetings to discuss specific issues would be welcome
 - Alternate days of conference as clashes with parish meetings



Feedback from recent visits to Parish Councils

Key themes of discussions (continued):

- Planning
 - Appears to be a lack of resources to deal with queries and enforcement leading to general delays in responses
 - Changes to planning portal have made it more difficult to retrieve relevant Parish information
 - The Council should use local Parish knowledge to its advantage – New officers should meet with Parishes
 - Delays in progress on local neighbourhood plans
 - Change from S106 to CIL – Can we support?
 - Infrastructure requirements from emerging BLP
 - Appears to be lack of consistency in some decisions

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Feedback from recent visits to Parish Councils

Key themes of discussions (continued):

- General
 - Changes to GDPR – Can we support?
 - Parking – Resident and visitor parking, consultation and enforcement issues
 - ASB becoming a bigger problem / additional CCTV
 - Could Parishes utilise Council E-Training modules?
 - Boundary review
 - Flooding/Emergency Planning/Business Continuity
 - Highways – Verges, hedges, road surfacing, pot holes, street cleansing, footpath maintenance, gulley clearing, A Boards
 - Trading standards



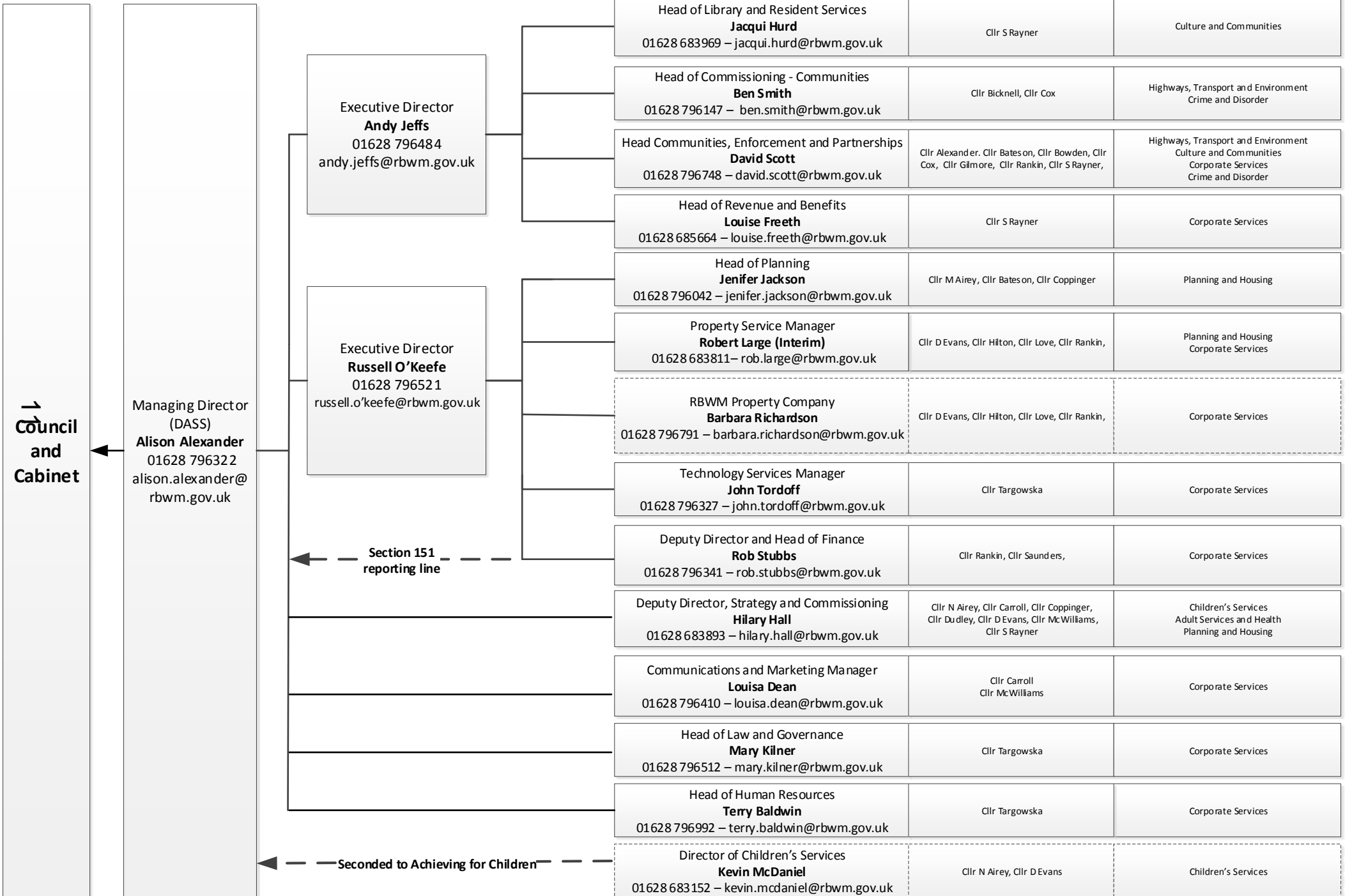
Feedback from recent visits to Parish Councils

Key actions:

- We have listened and taken away all your outstanding issues to resolve
- Dedicated Executive Director with responsibility for Parishes
- Local meetings being arranged with me and senior leadership team to build better relationships
- Officers available to attend Parish meetings if required
- Clear contact process with appropriate escalation points
- Refresh the Parish Charter
- Make Parish Conference more strategic
- Support Parishes more on things such as GDPR or S106 to CIL



RBWM SENIOR LEADERSHIP STRUCTURE – November 2017



→
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Section 151 reporting line

Seconded to Achieving for Children

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Lead/Principal/
Deputy
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	<p>Museum and Arts</p> <p>Library and Museum Outreach and Stock</p> <p>Operational support and Housing</p> <p>Library and Resident contact including: Telephony and Digital Face to Face</p> <p>Registrars</p>	<p>Community Protection</p> <p>Community Wardens</p> <p>Emergency Planning</p> <p>Trading Standards</p> <p>Environmental Health</p> <p>Environmental Protection</p> <p>Waste Management</p> <p>Private Sector Housing</p> <p>Community Safety Partnership</p> <p>Parking Policy and Strategy</p> <p>CCTV</p> <p>Car Parks Management</p>	<p>Highways, Parks and Countryside including: Project Management Public Rights of Way Outdoor Facilities – Parks Transport including Fleet Management Traffic and Road Safety Transport Policy Highway inspections and Streetcare Highways Assets Trees Management</p> <p>Town Centre Management</p> <p>Community Engagement and Partnerships, including Communities and Parishes Grants to voluntary organisations</p> <p>Economic Development</p> <p>Sports and Leisure Development</p> <p>Open Spaces Strategy</p> <p>Printing</p>	<p>Council Tax Processing</p> <p>Business Rates Processing</p> <p>Housing and Council Tax Benefits and Processing</p> <p>Debt Recovery</p> <p>Discretionary Housing Payments</p> <p>Court Protection of Deputyship</p> <p>Financial assessment</p>	<p>Development Management</p> <p>Enforcement</p> <p>Technical Support</p> <p>Planning Policy</p> <p>Neighbourhood Planning</p>	<p>Property and Development</p>	<p>Information Technology</p> <p>Corporate Applications</p> <p>Infrastructure</p>	<p>Financial Planning</p> <p>Tax Advice</p> <p>Capital Finance and Budgets</p> <p>Accountancy Support</p> <p>Insurance and Risk Management</p> <p>Electronic Payments</p> <p>Pension Fund</p>	<p>ACHIEVING FOR CHILDREN MASH Health, Family Support and Children's Centres Youth Services Youth Offending Children's safeguarding Quality Assurance and performance Educational psychology Education Welfare Schools support Children and young people with disabilities, SEN and EHCPs School admissions & place planning Schools capital programme Virtual School Early Years School improvement School leadership development Children's school transport Business Support</p> <p>OPTALIS Physical Disabilities and Older People Team Integrated Learning Disability Service Hospital Team Integrated Mental Health Team Short term support and rehabilitation team Strategic Safeguarding Brokerage Quality assurance Assisted technology Business support</p> <p>SHARED SERVICES Adopt Thames Valley Berkshire Adoption Advisory Service Berkshire Sensory Consortium Community Learning and Skills Service Berkshire Equipment Store Public Health Team Joint Legal Team</p>	<p>Democratic Services</p> <p>Elections and Electoral Services</p> <p>Information Management</p> <p>Freedom of Information</p> <p>Independent Person</p> <p>Civic and Ceremonial Events and Mayoral Office Facilities Management</p>	<p>HR Strategy</p> <p>Recruitment and Retention</p> <p>Employee Relations Casework</p> <p>Learning and Development Including Statutory Training</p> <p>Health and Safety</p> <p>Payroll</p> <p>Employee Benefits</p>	<p>Achieving for Children</p>		
	<p>SHARED SERVICES Landfill sites Civic Amenity Site, Chalvey Waste amenity site, Bagshot Petroleum licensing</p>	<p>SHARED SERVICES Winter maintenance forecasting</p>				<p>SHARED SERVICES Building Control Building Services</p>		<p>SHARED SERVICES Internal audit</p>		<p>SHARED SERVICES Legal services Coroner Service Lord Lieutenant Modern Records Archive</p>	<p>SHARED SERVICES Health and safety</p>			
	<p>CONTRACTS Libraries and SELMS Museum and Store Register Office Library stock purchase Arts and Heritage SLAs</p>	<p>CONTRACTS Waste Services</p>	<p>CONTRACTS Leisure, including Parkwood Highways and Design Grounds maintenance Printing</p>	<p>CONTRACTS Debt recovery, Council Tax and Business Rates – Enforcement Agency Management systems for revenue</p>		<p>CONTRACTS Maidenhead Four Town Centre Sites</p>	<p>CONTRACTS Microsoft EA (Enterprise Agreement) Oracle Corporation Southern Communications</p>	<p>CONTRACTS Agresso Finance system Electronic Payment system</p>	<p>CONTRACTS Supported Employment – Ways in to Work Emergency duty service – Bracknell Forest</p>	<p>CONTRACTS Joint Legal Team (Social Care) Shared Legal Services</p>	<p>CONTRACTS iTrent HR and Payroll system Learning Pool</p>			
	<p>Culture and Communities</p>	<p>Highways, Transport and Environment Crime and Disorder</p>	<p>Highways, Transport and Environment Culture and Communities Corporate Services</p>	<p>Corporate Services</p>	<p>Planning and Housing</p>	<p>Planning and Housing Corporate Services</p>	<p>Corporate Services</p>	<p>Corporate Services</p>	<p>Corporate Services</p>	<p>Children's Services Adult Services and Health Planning and Housing</p>	<p>Corporate Services</p>	<p>Corporate Services</p>	<p>Corporate Services</p>	

O&S Panel

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Parish Conference

Refresh of our Parish Charter



Refresh of our Parish Charter

- The current Parish Charter was distributed with the Agenda
- On the table you should find flip chart paper and pens
- Council officers will help facilitate at each table during this session
- The eventual outcome is a refreshed Parish Charter ideally on no more than two sides of A4 that outlines a framework and encompasses the values that enables both the Council and Parishes to successfully deliver economic, social and environmental support to residents, businesses and visitors
- A draft will be completed and circulated for final comment/amendment following the meeting
- The refreshed Charter will be approved at the next conference



Electoral Review

**Parish Conference
14 November 2017**

Electoral Review – The Process

Initial Proceedings

- **September 2016** – Full Council resolves to request Local Government Boundary Commission for England (LGBCE) for an electoral review.
- **November 2016** – LGBCE confirmed an electoral review would be undertaken.
- **February 2017** – LGBCE briefed all Members and Parish Councils about electoral review process.

Stage 1 – Council Size

- Examination of future council size of RBWM.

Stage 2 – Warding Patterns

- Examination of internal Borough ward boundaries.



Stage 1 – Council Size

Stage 1 – Number of Councillors needed from 2019

- Council submission based on evidence covering:
 - Decision-making
 - Scrutiny and partnerships
 - Representational requirements
- Cross-party working group established to determine future number of councillors. (Six Conservatives & 1 Opposition)
- Working Group met three times from February until June 2017.
- Decided on a recommendation of **43 councillors** (plus or minus 1).
- Stage 1 report endorsed at Full Council on 27 June 2017.
- At the end of July 2017, the following documents were submitted to the LGBCE:
 - Stage 1 report on future council size
 - Electorate forecasts for 2023 by current polling district
 - Electoral register as at 1 July 2017
 - Stakeholder database for consultation.



Stage 2 – Warding Patterns

Public consultation on warding patterns

- 19 September 2017 – LGBCE confirmed that it was “*minded to recommend a future council size of **43 members** from 2019*”.
- From 26 September until 4 December 2017 – Public consultation on warding patterns; LGBCE inviting comments and/or patterns of wards that can accommodate 43 members.
- LGBCE consulted directly with key stakeholders (e.g Parish Councils, political groups, elected members, community groups etc).
- Press releases and posters displayed to raise awareness amongst the public and encourage engagement.
- Submissions to reflect **community identity** and **electoral equality**.
- RBWM will be making a council submission in December 2017.

RBWM's Approach to Stage 2

- Working Group re-established to decide on warding patterns and supported by Officers. 3 meetings of the Working Group between September and November 2017.
- Consulted directly with ALL members in October 2017.
- A pattern of wards based on collective ***community identity*** and ***electoral equality***.

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Electoral equality

Local government electorate for 2023 estimated to be 118,838. (On average each councillor will represent 2,764 electors. (Based on 43 members).

Tolerance of 10% for new warding patterns.

Community identity

As minimal disruption to existing arrangements as possible (Borough & Parish).



Summary of Proposed Changes

- Retain existing Parliamentary boundary between Maidenhead and Windsor.

Maidenhead

- 22 members
- A pattern of 11 two-member wards

Windsor

- 21 members
- A pattern of 3 two-member wards and 5 three-member wards.

Stage 2 report to be submitted to Full Council on 12 December and sent to LGBCE for consideration on 15 December.



Next Steps

6 February 2018 – LGBCE to publish its Draft Recommendations

6 February – 16 April 2018 – 2nd Phase of Public Consultation on Draft Recommendations

- Opportunity for counter-proposals to be put forward to LGBCE.

5 June 2018 – LGBCE to publish its Final Recommendations

Summer 2018

- LGBCE to commence proceedings to lay Statutory Order before Parliament.
- RBWM to commence a full Polling District and Polling Places Review.
- RBWM to commence Community Governance Reviews (if and where appropriate)

March 2019 – Electoral Register to be re-published under new ward boundaries.



Questions



Borough Local Plan and Neighbourhood Planning update

Jenifer Jackson
Head of Planning



Next steps In BLP process

Submission date for the Borough Local Plan – 31 January 2018

- Regulation 19 period closed on 28 September 2017
- Regulation 20 representations processed up to 31 December
- Regulation 22 statement to be produced
- Evidence base update as required
- Governance as appropriate
- Finalise Submission documents
- Submission to the Secretary of State
- Preparation for Examination



Neighbourhood Planning

Bray – plan examined and report received

Central Windsor – pre Submission version

Windsor – Submission version

Datchet – plan preparation

Eton & Eton Wick – Submission to RBWM: Reg 16 20 Nov –

Horton & Wraysbury – Submission version

Hurley & Walthams – Referendum 23 Nov 2017

Maidenhead & Cox Green – preparation

Old Windsor – finalised submission version

Bisham – timetable uncertain

Cookham – pre designation



Planning update

- Parish Clerks should have received an invitation to a Stakeholder meeting
- The service is working on Phase 2 of an Improvement Plan
- Significant recruitment drive in Development Management which has seen successful appointments to posts, new starters in 2018
- Joint Minerals and Waste Plan work is progressing
- Gypsy Traveller Accommodation Assessment evidence work is ongoing
- Authority Monitoring Report update
- Borough Design Guide Update

Parish Conference

**Local Government Association
Corporate Peer Challenge
18-21 September 2017**

Purpose and team

Peer challenges are invited, improvement-focussed and tailored to meet individual council's needs. They are designed to complement and add value to a council's own performance and improvement focus.

The peer team use their experience and knowledge of local government to reflect on the information presented to them, things they see and hear and material that they read.

The team provide feedback as critical friends, not as assessors, consultants or inspectors.

- Gillian Beasley Joint Chief Executive, Peterborough Borough Council and Cambridgeshire County Council
- Cllr David Renard Leader, Swindon Council
- Anna Rose Head of Planning Advisory Service, LGA
- John Skidmore Director of Corporate Strategy and Commissioning, East Riding of Yorkshire Council
- Clare Hudson Peer Challenge Manager, LGA



Process for the Royal Borough and caveats

The team reviewed a range of information to ensure they were familiar with the council, the challenges it is facing and its plans for the future.

The team spent 4 days onsite during which they:

- Spoke to more than **90** people including a range of council staff together with councillors and external stakeholders
- Gathered information and views from more than **35** meetings, visits to key sites and additional research and reading
- Collectively spent more than 140 hours to determine their findings – the equivalent of one person spending almost **4 weeks** in the Royal Borough

The team were directly approached by residents, residents groupings and parish councils following our press release. Their views were not fully captured by the review team.



Scope for the peer challenge

The team were asked to consider:

How can the council ensure that its governance and operating model are fit to deliver on the council's ambitions?

This was considered alongside the five core components looked at by all corporate peer challenges, namely:

- Understanding of the local place and priority setting
- Leadership of Place
- Financial planning and viability
- Organisational leadership and governance
- Capacity to deliver



Recommendations

The team presented feedback and detailed three main recommendations:

Pause: now is the moment to pause on the change you have focused on designing and delivering. This does not mean stop improving services, but will allow you time to;

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Embed: establish and share with all partners clear lines of accountability for council service areas. Consolidate the good services that you have without seeking further immediate change. Where services fall short of expectation identify clear pathways for improvement and ownership for who is accountable for that improvement. Refresh your governance to help you underpin this;

Explain: the organisation, its partners and the residents of the Royal Borough need to better understand the changes that are taking place – and why. This will also be an opportunity for you to build and further deepen trust between yourselves and all of your partners



Recommendations

As well as the three main recommendations, further recommendations were made in answering the question the Royal Borough posed and for the five component areas. These additional 26 covered:

- Structural and constitutional governance
- Accountability
- Scrutiny
- Understanding of local place and priority setting
- Leadership of place
- Financial planning viability
- Organisational leadership and governance
- Capacity to deliver

Local Government Association Corporate Peer Challenge September 2017 Recommendations

1: Recommendations structural and constitutional governance

- Undertake a full Constitutional review – led at the most senior officer level, supported by members.
 - Through this review update the Constitution and associated protocols to reflect the new operating model. An updated constitution can be a powerful mechanism to drive forward the culture you need to embed your new operating model.
 - Recognise that members and officers have distinct roles, but can lead and deliver together adopting a ‘one-team’ approach. Ensure that protocols and codes reflect this and do not conflate how members and officers should act, e.g. members and officers should have distinct social media protocols
 - Use the constitutional modernisation to empower a refreshed leadership culture and style that uses the constitution in a positive way.

2: Recommendations for Accountability

- Introduce a process map to clarify lines of accountability for all commissioned and contracted out services. This should be developed by members and officers and accompanied by a clear narrative set within the context of the council’s single vision for people and place. Identify and communicate internally and externally the process map, ensuring it is widely understood, setting out:
 - What your measures of success will be:
 - How you will measure progress:
 - How you will communicate these:

3: Recommendations for Scrutiny

- Introduce regular all member briefings on key issues
- Strengthen scrutiny through:
 - Ensuring clear and adequate timeframes to allow members, particularly scrutiny members to digest, understand and question papers to ensure decision-making is inclusive and robust.
 - Considering how scrutiny can play a role in member development allowing councillors to enhance their skillset.
 - Ensuring that Executive and wider Executive members (deputy lead and principal members) should not sit on scrutiny panels
 - Undertaking regular scrutiny training and other key skills for members.
 - Using the forthcoming boundary review as an opportunity to update scrutiny committees to reflect your new operating model and ambitions.
- Evaluate officer capacity and ensure it can adequately support a thriving scrutiny function.

4: Recommendations for understanding of local place and priority setting

- Invest more time in understanding what your residents value.
- Engage positively with residents and community groups.
- Further develop your commitment to residents – consider using tools such as Residents Surveys to understand the issues that matter most to residents and how they want to be communicated with about them
- Ensure you have measures in place to marry member ambition and officer capacity and skills, which includes:
 - Resourcing your economic development function to focus on Council to business and business to business relationships.

- The role of culture and heritage in terms of inward investment and quality of life. Is there sufficient resource to manage these important relationships and ensure adequate promotion of the borough?
- Having a clear policy for inward investment and the resource to meet the borough's offer.
- The role of the Borough Local Plan is to deliver the council's vision which includes driving economic growth and enhancing cultural and heritage assets. The Local Plan drives all development decisions and will be critical to achieving your ambition.
- Businesses benefit from political engagement and the Council benefits from its association with key investors in the area. The Council needs to be clear about how this engagement is going to be managed and sustained going forwards.

5: Recommendations for Leadership of Place

- Consider how to maximise existing partnerships
- Enhance and deepen relationships with businesses.
- Ensure interaction with safeguarding boards is regular and consistent.
- Articulate and share what an integrated health and social care system in the borough will look like, and what that will mean for residents and partners and ensure there are no gaps in services as you transition to a more integrated health and social care system.

6: Recommendations for financial planning viability

- Link the medium term financial strategy to the single overarching council vision and ensure that financial strategies and decisions are effectively communicated alongside corporate priorities
- Ensure that colleagues have adequate ownership of planned savings and are able to report against them.
- Ensure that future transformation needs of services, including commissioned services, are adequately planned for and managed.

7: Recommendations for organisational leadership and governance

- Consider what inclusive and inspirational leadership looks and feels like for the Royal Borough and how you can embed it throughout the organisation.
- Consider whether the language around 'commissioning council' which you have been promoting is helpful – consider if you are more of a 'partnering council'.
- Develop an engagement strategy – residents, businesses and partners, and adequately resource it.
- Focus energy on how you can ensure that all staff understand and feel part of the new operating model and understand their collective roles going forward.

8: Recommendations for capacity to deliver

- Consider setting up a central commissioning unit to help develop and share the skills needed to deliver the new operating model, including investing more time in the skills and approaches you need to ensure you have a strong client management function.
- Be clear about lines of accountability within the organisation and with partners, such as public health. Ensure this is regularly updated, shared and widely understood.
- Ensure that SLT and CMT include the right people – statutory roles should be fully engaged in the appropriate fora.
- Continue to progress your People Strategy to ensure that it is developing the skills the organisation needs into the future.
- Develop a 'one-team' approach to leadership – bringing together the Senior Leadership Team and Cabinet on a regular basis to explore key strategic issues and your leadership culture. This one-team approach should set the tone for the organisation and work collaboratively to embed change.