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| No. | Recommendation | Actions |
| 1 | **Clearly articulate a vision and strategic narrative** for the district and for the council. This will give confidence to partners, residents and staff and can be used to prioritise activity. | A strategic narrative will be developed that sets the context for future delivery as well as visioning the future. This will align with work to identify ways of working within the council and engagement with partners Internal communications to support the strategic narrative and ensure clear messages for staff |
| 2 | **Develop an evidence-based approach to the council’s understanding of the views and needs of the whole community**. This will help balance strong local opinion and reinforce the decision-making process.  | Commission a Residents Survey to establish a wide baseline of priorities and establish support or otherwise for future schemes.Review of data held and identification of key data sets required across all sections of our community to make evidence based decisions. |
| 3 | **Review political and partnership structures and forums including the operation and role of the Overview & Scrutiny Committee** to ensure that they can perform their roles effectively. | Review the Constitution with the remit focussed on* Effective and efficient decision making
* Effective contribution to policy development and pre-scrutiny
* Greater clarity on delegations between members and officers
* Build on existing review of PHDs to make these more effective
* Clarity of financial rules of procedure
* Build on effective member briefing/policy briefings

Undertake training for officers on political skillsReview and refresh external stakeholder relationship particularly business, partners, town and parish councils |
| 4 | **Develop a shared understanding of the financial challenges ahead.** The council is currently in a healthy financial position but action is required to ensure the financial challenges and risks are well understood across the organisation and that the council has a diverse approach to balancing its budget in the medium-term and is not solely reliant on a small number of major projects. | Use Outcomes Based Budgeting (OBB) to achieve a long term financial plan with clear options for savings / income generation Maximise opportunity for alternative income generation and asset development within a sustainable and resourced capital programmeClearly articulate the financial position and the various options to close the gap through different means |
| 5 | **Review the way in which the business is managed** – to ensure that core policies and processes are understood and consistently applied.  | Establish quarterly performance reporting to CMT, Leader’s Board and Cabinet including:* Financial
* Council Strategy measures
* Projects
* Corporate Health Indicators

Revise the Council’s risk appetite and risk management strategy to reflect the council strategy and new Cabinet’s aspirations  |
| 6 | **Be clear about how WCC is approaching transformation**, **entrepreneurialism and digital** – ensure ambitions are understood by members and staff and supported with appropriate skills and technology. | Need clear document and communications around the Council approach to transformation (what it means for WCC and what it is trying to transform)Need effective delivery mechanisms to achieve this (through 8 below)Development of a Digital Strategy to set a direction of travel for digital ambitions and technological support |
| 7 | **Clarify roles, responsibilities and accountabilities**. Staff structures seem confusing and, whilst they support effective service delivery, they inhibit collaborative and ‘horizontal’ working.  | Review roles, responsibilities and structures to deliver council strategyEstablish clear relationship management with key stakeholders e.g. LEP, HCC to maximise opportunities |
| 8 | **Strengthen programme and project management.** The council’s Programme and Project Management Office needs to be suitably placed within the organisation and empowered to deliver and hold others to account. | Establish a full Programme Management Office to oversee and support all programmes and move to a clear distinction between programme and projects that support an overall Transformation programme |
| 9 | **Use the new People Strategy/Workforce Plan to address concerns that the council has the capacity but lacks the skills to deliver,** alongside new approaches to pay and reward, to ensure the council can attract the right people and to blend internal and external expertise. | Review of * Pay and benefits
* On boarding and engagement
* Appraisal process
* Supporting HR policies
* Talent management

Refresh organisational valuesComplete a review of staff accommodation to consider long term options to improve conditions and collaborative working |