Appendix B - Peer Review Action Plan

No.	Action	Responsible	Timescale	Resource Required	Outcome	Progress
	Stakeholder Management and Customer Satisfaction					
Priority for 2025/26 Financial Year						
1	Develop a bespoke Highways Stakeholder Management and Communications Plan.	Service Director	Mar-26	None	Improved communication and engagement. Better understanding by staff and member of what is comms and engagement can be expected.	Drafted and included within updated Asset management Strategy.
2	Introduce a Charter between elected members and officers to set out the behaviours and communication protocols to be observed by all parties.	Service Lead	Mar-26	In house staff and members	Closer working and collaboration between officers and members, better understanding of each other's roles and improved communication and customer service.	No progress. To be developed through the Highway Improvement Group.
3	Invest in specific, highways focused resource to complement corporate capacity in respect of customer communications. i. A key role for this post holder would be to craft and communicate good news stories through social and other media.	Service Lead	2026/27	HR input	Improved engagement and comms and generally raise the profile and perception of the service.	No progress. Halted due to financial position and reduction in Council funded operations.
For 2026/27						
3	Ensure the website and other relevant systems are maintained fully up to date and allow customers to self-serve wherever possible.	Service Manager	2026/27	Assistance from the newly recruited customer excellence officer and digital colleagues.		Complete. Highway Improvement and Footway Improvement programmes updated monthly.
4	Develop a suite of bite sized (5 minute) videos for each highways related activity, for inclusion in customer and elected member communications, that describe the purpose, specification and processes for the activity as well as successes achieved and future plans.	Service Lead	2026/27	Subject to recruitment of Customer Excellence Officer, Digital & Comms also required.	Ensure elected members have the skills and knowledge to be effective advocates for the service.	Filming for pothole journey complete. Comms working on the video.
5	Further develop a performance dashboard and share monthly with all elected members.	Service Lead	2026/27	Digital, ICT.	Improved reporting on service goals and priorities.	Complete.
6						
7	Develop clear protocols and workflows to be applied in respect of requests that fall outside the annual works programme. Specify explicitly how funding and capacity considerations are to be dealt with.	Network Manager	2026/27	Customer Excellence Officer, Digital.	Transparency for Members and the public on how requests are assessed and prioritised, with a clear indication of demand within the service.	Network Management requests being taken to the Highway Improvement Group which will be dicussed in public.
9	Initiate a Task and Finish group comprising senior officers and leading members to consider how best to develop a sustainable solution to a specific issue, a priority being Traffic Regulation Orders, which currently strains the relationship.	Service Director	2026/27	Potential Policy Development Sub-Group.	Understanding of the process with possible efficiencies with a goal of a more streamlined way of working.	Complete. This has been included within the Highway Improvement Group ToR's.
10	Use the outcomes of this value for money assessment and other intelligence to develop a Service Improvement Plan that can be communicated to all stakeholders, with regular updates on progress.	Service Lead	2026/27	In-house staff.	Service Development Plan produced with clear goals and time targeted objectives.	Service plan for the coming year complete. Service development plan to be updated in 2026/27.
11	Consider with relevant corporate colleagues whether the Council should introduce more formal customer service training for all staff, as well as leadership training for all aspirant and new managers that focuses on softer skills including collaboration and stakeholder management.	Service Director/CMT	2026/27	Potential external trainer.	Improved customer service skills throughout the service.	No progress
12	Periodically survey all stakeholder groups directly, to obtain first hand feedback on their perception of the service and suggestions for improvement. This feedback will help inform both future strategy and identify groups who require better or more comprehensive engagement.	Service Managers	2026/27	Consultation Team	Develop surveys and methods of feedback from the public and stakeholders on service delivery.	Will follow on from the Stakeholder Management and Communication Plan.
	Capacity and Resources					
Priority for 2025/26 Financial Year						
13	Complete the recruitment exercise currently underway to acquire the additional engineering and technical staff required to deliver the core service.	Service Director/Service Leads/ Highways Managers	Dec-25	HR, Digital, Comms.	Successful recruitment to key posts.	Complete.
14	Alongside the introduction of the new term maintenance contract in 2026, ensure productivity indicators are in place for all functions, whether internally or externally provided, and are easily visible to all parties.	Service Director/Service Lead	Nov-25	Specialist consultant.	Targeted KPI's and improved productivity.	Complete. Included within new Term Contract.
For 2026/27						
15	Develop a comprehensive staff resilience plan that reflects the multiple initiatives that will be needed to start to address the capacity and skills challenge. AI solutions must form part of the strategy	Service Director	2026/27	HR	Identification of key posts, succession planning, service resilience and efficiency opportunities.	No progress.
16	Review all systems and processes to ensure they are as lean and digitised as possible and put in place mechanisms to quickly identify, and adopt where appropriate, AI solutions as they emerge across the sector.	Service Leads, Service Managers.	2026/27	Transformation.	Improved processes and systems. Potential efficiencies and building capacity.	To be included in the business support review.
	Performance Management					
Priority for 2025/26 Financial Year						
17	Determine the medium term strategic objectives for WBCHS and assign outcome measures of success, with milestones, for each objective. Reflect these in the highest tier of the performance management framework.	Service Director, Exec Director, Portfolio Holder.	Mar-26	N/A	Top 10% of roads by condition.	Complete. Included in new term contract and HIAMS update.
18	Use the introduction of the new term maintenance contract in 2026 to establish a robust performance management framework, covering all aspects of the service	Service Director	Nov-25	Specialist consultant.	Ensure Council and Service objectives are aligned and that a high performance service and contract is delivered.	Complete.
For 2026/27 Financial Year						

19	Ensure all policies, strategies, operational delivery programmes and contract, function, team, and individual performance activities are demonstrably linked to achieving one or more of the strategic objectives.	Service Director	2026/27	N/A	Targeted objectives	To be included in the Service Improvement Plan.
20	Develop a Service Improvement Plan, as an explicit statement to all stakeholders, that sets out what needs to be improved, how WBCHS intends to address this, how the improvement journey will be funded and the timeframes and metrics that will allow progress and success to be measured.	Service Lead	2026/27	In-house staff.	Service Development Plan produced with clear goals and time targeted objectives.	This action plan will for the basis of the Service Improvement Plan.
	Asset Management					
Priority for 2025/26 Financial Year						
21	Complete the update of the asset management plan. Ensure all key asset groups are covered and that the 'state of the nation' is known for each group including condition, customer demand, service levels and customer satisfaction to make the case for investment or to establish deliverable service levels with the resource available.	Highways Manager	Mar-26	Specialist consultant.	Instil best practice asset management practices and ensure corporate objectives are carried through service delivery.	Complete. ID on 28 Aug.
For 2026/27						
22	Consider the acquisition of modelling software to enable all stakeholders to visualise the longer term impact of different levels of investment on all asset classes.	Highways Manager	2026/27	Procurement	More accurate forecasting of the impact of investment on asset condition.	Could be developed with asset management software provider.
	Income Generation					
23	Construct a business case for additional resource to extend the breadth of income generation activities being undertaken. This should include: i. Developing a design and build offer for developers. Conversations with Staffordshire County Council would help to inform this.	Service Lead/ Network Manager	2026/27	N/A	Potential service improvements funded by third parties.	Complete. Benchmarking peer review undertaken which has confirmed existing income streams are competitive.
24	Through the contractor and relevant regional and national networks, develop a better understanding of the breadth of services for which other authorities charge and determine which of those charges should be introduced in West Berkshire.	Service Director/Service Lead	2026/27	N/A	Potential income streams.	As above.