Appendix D

Progress with Peer Review Recommendations

Recommendations are prioritised as:
Priority 1 – the most important, crucial to the future of the Service
Priority 2 – high importance
Priority 3 – important in helping the Service to continue to improve

Governance – Recommendations - Joint Committee Arrangements			
	Recommendation		**Progress/Update**
1	The governance arrangements for the PPP need to be updated to ensure they meet the needs of the partner authorities. Wokingham should rejoin the partnership as a member of the JPPC for the range of services they currently commission. As a result, they would become a full voting member of the JPPC. This should be in place prior to or as part of any recommissioning of the shared service.	**1**	Complete
2	Whilst not a member of the JPPC Wokingham should have a standing invitation to all JPPC meetings and have the ability to speak and contribute to any discussion or decisions impacting on the services that they directly commission via PPP, albeit the current contractual arrangements preclude the ability to vote on any issue.	**1**	Complete
3	Members and senior officers from the three partner authorities should have opportunities and space to meet informally for updates or briefings or to discuss issues outside of the formal JMB and JPPC meetings in order to build better mutual understanding and positive relationships.	**3**	Ongoing
Engagement of other Members, including Scrutiny Functions			
4	Further member engagement through training or member development sessions should be explored for all partner authorities. Members have varying degrees of awareness of the service currently but recognise that	**2**	Officers are seeking opportunities to attend member training and member development sessions to raise awareness

	it has a major impact on the lives of residents and supports local council priorities. They have a limited awareness of the range of services delivered and of value for money.		of the service. Member Development Session in West Berkshire took place the 03 Feb 2026. A presentation on the work of the team was also given at the Licensing and Safety Committee in Bracknell Forest Councill on the 11 February 2026.
5	The service should have a regular, at least annual, opportunity for scrutiny at the relevant committees in all partner authorities in addition to scrutiny via the JPPC.	**1**	Complete - A recommendation to this effect was included on the reports on the future of the partnership
6	Scrutiny reports should focus on evaluating the services' actions, performance and cost-effectiveness.	**1**	Complete See above
7	The service annual report should be circulated to all Members.	**1**	Complete and recirculated with the licensing agendas as was agreed at the June 2025 JPPC meeting.
8	Mechanisms should be used in all partner authorities for regular service updates on key issues.	**2**	Complete - The quarterly reports are included on the internal forward plans of all three authorities.
Host Authority			
9	The host authority should remain as West Berkshire. The practical challenges and financial costs of changing the host authority would be extremely disruptive and deliver no clear benefits.	**1**	Complete – agreed at all three Executive/ Cabinet meetings
Inputs and Support - Recommendations			
10	The budget setting process for the PPP would benefit from greater clarity for the partners. Understanding amongst Executive members is inconsistent at present.	**2**	Complete – Discussion item on budget added to the June meeting cycle
11	Staff representatives should be brought together to review the key	**2**	First staff workshop took place on the 08

	outcomes of the staff survey to help address and develop an action plan to address areas such as service culture, management communications, cross team working, as well as practical issues such as access to offices, office facilities, and IT.		July 2025. Meetings are now being arranged on a quarterly basis.
12	The staff group should be cross cutting with good representations from the partners/services. There should be clear terms of reference and objectives to review the outcomes of the staff survey and identify the most important and most urgent issues to address, there should also be a clear route to inform management decisions and actions.	**2**	Terms of Reference agreed, reps from all teams invited to attend and outcomes reported to JMB.
13	Managers should be clear on expectations on how flexible/remote working should operate. They should respond to the concerns expressed about lack of presence in offices by staff and managers and the impact that has on service culture and delivery. Development of a "team" or "service" Charter would assist with that – engaging staff and managers on what works best for individuals, for the team, the service, the partner authorities and residents.	**2**	Duty Manager rota has been set up to improve visibility of managers in the Theale Gateway Office.
14	Review and update the service structure in the light of the service changes from 2022 and any new delivery arrangements post 2027. Ensuring that the management and service structure meets the needs of the new service and the partner local authorities and that it is affordable within the agreed service budget.	**1**	Ongoing
Workforce Strategy			
15	Build on the existing workforce strategy which focuses on a "grow your own" approach, continuing the positive use of apprenticeships to also include a focus on management and leadership development, succession planning and EDI.	**2**	Complete – set out in the Workforce Strategy and Training and Development Plan agreed at the December 2025 meeting
16	Consider creating a skills directory to help staff across the service know where expertise or skills can be found and used by others.	**3**	A competencies matrix is in place and is reviewed and updated every six months.

Staff Recognition			
17	Review how the service currently recognises success and good performance to ensure a consistent approach using feedback from the staff working group.	**3**	Officers are reviewing the current corporate proposals in West Berkshire and will identify good practice arising from that and will provide feedback through the Employee Representative if any additional suggestions arise from the workshop.
One to Ones and Performance Management			
18	Ensure that expectations about how individual performance management, appraisals and One to Ones are clear to all managers and staff and ensure that they take place with the appropriate frequency.	**1**	This has been included as a KPI on the performance report. The new framework and methodology have been circulated to all members of the team.
Working Expectations – Flexible and Virtual Working			
19	Continue to support flexibility in working arrangements and the benefits of working remotely and from multiple locations whilst ensuring clarity of expectations on when managers and teams should physically be present and accessible in offices.	**2**	Duty Manager Rota in place and teams arranging working together sessions across Market Street, Times Square and Theale Gateway offices. Complete
20	Ensure an appropriate level of physical accessible presence to ensure managers are visible, accessible, and so that teams and individuals can build relationships, share knowledge and experience, and support each other.	**2**	Duty Manager Rota operating in Theale Gateway. Teams are arranging working together sessions across Market Street, Times Square and Theale Gateway offices. Complete
Information Technology			
21	Continue to build on the benefits of a new common IT platform to ensure systems and processes are more consistent and streamlined. To include improving access to management data for managers and staff.	**2**	Complete - Report building is being enhanced and work is underway to make more use of the portal to allow more self service by our customers.

22	Consider the scope for using the new database to link to corporate systems to publish performance data on a public facing dashboard.	**3**	Complete - Revised set of measures to be included in agenda papers agreed at the December 2025 meeting.
23	Consider whether there is scope to defer a new procurement exercise for an IT system and if procurement does need to proceed, ensure that the terms are flexible to deal with future local government re-organisation.	**2**	Complete - Contract with current provider has been extended.
Communications and Branding			
24	Ensure adequate resource is available for development and delivery of a service communications strategy and communications programme. Use the strategy to target key stakeholders to increase awareness of service impacts and outcomes.	**1**	Complete - Updated communication and engagement strategy was adopted at the June 2025 meeting. Dedicated resource for communication activity was removed from the structure. It is anticipated that the Community Engagement Officers may be able to provide some additional support to the Principal Officer Policy and Governance.
25	Within the branding of Public Protection Partnership ensure that the branding of the individual partner authorities is also clear. The service functions need to be seen as very much part of local authority delivery and not something separate.	**3**	Complete - The templates include the PPP logo and that of the partner authorities.
Support Services Relationships			
26	Ensure that clear links and referral mechanisms exist for all relevant corporate support functions, including IT, Property, HR and Legal and that appropriate escalation routes are in place to resolve issues.	**2**	Complete - These are in place
Outputs, Outcomes and Value for Money – Recommendations			
27	Review and update the KPIs used to manage the performance of the service ensuring that the KPIs used for the JMB and JPPC meet the needs of Members. Consideration should be given to the use of a KPI scorecard with clarity over what performance is good or not, on or off	**1**	Complete

	target, with comparisons to previous reporting periods and highlighting any trends. For key targets, a traffic light approach should be considered.		
28	Ensure there is a clearer more explicit link between service and corporate priorities for the three partner authorities, highlighted in presentation of KPIs Future iterations of the service plan and future Strategic Assessment should indicate which corporate priorities they help support.	**2**	The KPIs are linked to the Service's priorities and the individual authorities within the new document.
29	Undertake greater analysis of the customer survey data from residents and local businesses. Build an understanding of what the key messages from the survey feedback are; consider trends; and identify appropriate actions and responses to improve the experience of residents and local businesses.	**2**	Feedback to the service through customer survey data and the complaints process is used to drive forward service improvement within existing resources. Officers have been working to cleanse the data on the system and changing practices so that response times can be reported more accurately. Improvements have been made to the linkages from the West Berkshire Council website pages to the PPP licensing pages.
30	Identify mechanisms across the partner local authorities to better understand the needs and priorities of residents to help inform business planning and resource allocation to supplement the current intelligence gathering approaches.	**2**	Complete – Updated Strategic Assessment included on this agenda. Data will be reviewed annually and Members will be asked to review the priorities of the service in October 2027
31	Benchmarking should be explored, for example with the SE regional TS group (Trading Standards South East), use of CIPFA data sets or other statutory returns (e.g. FSA) ideally with a Near Neighbour group if that can be identified. This could include financial and/or performance data. Current available data does not provide useful benchmarking data so this may need to be a longer-term objective.	**2**	Dute to the structure of the service it has proved difficult to find suitable benchmarking groups but officers will continue to explore opportunities to locate this data. Benchmarking on fees has been undertaken as part of the West Berkshire corporate review of fees.

32	Continue to seek opportunities for additional funding to deliver service priorities and better protect residents. Build on the successes of funding from Public Health and National Trading Standards and ensuring that New Burdens funding for significant new duties such as those found in the Renters Rights Acts reaches the Service.	**2**	Complete – Now Business as Usual
33	Budget contributions from the various partners should be reviewed prior to any recommissioning of the service. The process should be transparent to ensure that the partners are confident that they are achieving value for money.	**2**	complete
34	The mechanism for agreeing budget and service variations should continue to be incorporated into future partnership agreements.	**1**	This will be included in the new IAAs.
35	Review the current chargeable hourly rates for services to ensure they are at a level comparable with neighbours and competitors and also consider the scope for differential rates for different functions and hence increase income.	**3**	Complete - The support services recharges have been reviewed and included in the revised fees.
36	Ensure systems are in place to maximise opportunities for income recovery created by the Renters Rights Bill/Act to drive up standards in the Private Sector Rented housing sector.	**2**	Complete – EH Housing Policy agreed at the October 2025 meeting
37	The communications strategy should include a focus on maximising the reach and impact of sharing messages on service impacts and outcomes for residents.	**2**	This work has been concluded, and officers are attending a number of outreach events.
The Future – Recommendations			
38	The service should be recommissioned by the partner local authorities with the full range of services currently being delivered.	**1**	Complete
39	The recommissioning should ideally be for a 10-year term and should include regular “refresh” reviews to ensure that it continues to meet the needs of the partner local authorities as those needs evolve.	**2**	Complete - Reports have been agreed by the Executive/ Cabinet for an extension to 2029 in light of Central Government announcements around local

			government reorganisation.
40	The recommissioning would need to be subject to the impact of any local government re-organisation. The practicalities of re-organisation may mean that it may be more pragmatic to extend the current arrangements for a shorter period until the nature of any re-configuration of local authorities becomes clear.	**2**	See above
41	Consideration should be given to expanding the range of services provided, initially to Wokingham and then for other neighbouring authorities as and if opportunities arise. This will require a clear business case detailing what would be delivered at what cost and what benefits would arise for each potential partner.	**3**	Opportunities will continue to be explored. This work has been put on hold pending discussions on LGR.