

Appendix B. Corporate Peer Challenge 2026 - Action Plan

Recommendations and actions	When	Lead
Recommendation 1: reset roles and responsibilities between politicians and senior officers to improve how political decision making translates into operational implementation.		
1. Review the constitution including schemes of delegation, and how this is being applied, to provide clearer delineation, where achievable, between Member and officer decision making and build into councillor induction planning for the 2027 election	Sep 2026	
2. Development of role profiles for key member roles, building into councillor induction and training (i.e. Whips, Leader, Group Leaders, O&S chair)	Sep 2026	
3. Plan pre-election 'what it means to be a councillor' sessions	Oct 2026	
Recommendation 2: consolidate different visions and strategies to clarify priorities for the council and place. Develop and promote a clear vision for Bracknell Forest.		
1. Cabinet has established the top political priorities for 2026/27	Completed May 2026	
2. Review strategies, policies and plans (agree overall policy, register and toolkit)	Sep 2026	
3. Communicate a short clear brand strapline for Bracknell Forest	Dec 2026	
Recommendation 3: strengthen the council's financial management arrangements and clarify the 2027/28 budget timeline to help address the immediate and future funding gap.		
1. Review budget setting process for 2027/28 enabling early action to address £5m overspend in 2026/27 in parallel with budget process for 2027/28	Sep 2026	
2. Plan for a robust 3-year Capital Programme; building on lessons learnt from 2026/27 budget and include quarterly reporting in the CPOR	Jun 2026	
3. Develop a 3-year outline budget plan; enabling financial resilience and long term planning	Sept 2026	

Recommendations and actions	When	Lead
Recommendation 4: take steps to bring together disparate transformation work into a single, whole council programme that supports political priorities and helps address the budget gap.		
1. Secure a Transformation partner to supplement capacity and expertise providing specialist capability, structure and pace identifying opportunities to achieve better outcomes and achieve savings aligned to the new operating model	June 2026	
2. Transformation partner to support with developing options for reviewing the organisation's structure including the distribution of capacity at different layers in the organisation and location of enabling functions	Nov 2026	
3. Develop a council wide programme management office to provide oversight of all transformation work across the council, with a prioritised pipeline and benefits tracking	Nov 2026	
4. Ensure transformation and continual improvement activity considers the balance of responsibilities between corporate services and self-service by service teams.	Nov 2026 / ongoing	
Recommendation 5: empower staff to lead change and innovation; actively develop an organisational mindset and processes that promote change. Create funding routes for staff to tap into to support change, potentially through a corporate invest to save pot.		
1. Implement the new operating model which focusses on embedding innovation and collaboration, community empowerment and evidence-based decision making in the way the council works	Oct 2026/ongoing	
2. Empowering staff to lead change including reviewing ways of working, training and development and engagement will be embedded in organisational development plan activities to embed the new way of working	Oct 2026/ongoing	
3. Create a heads of service network to share learning across the organisation; give staff more regular opportunities to come together and share views.	Oct 2026/ongoing	
4. Set up an in-year invest-to-save resource for revenue budget like the approach for capital spend	Sep 2026	
Recommendation 6: build on existing governance and assurance to ensure there is appropriate challenge and oversight from members and key committees.		

Recommendations and actions	When	Lead
1. Further training and development for officers and members on roles and responsibilities including limits and boundaries	Oct 2026	
2. Complete review of all Terms of Reference for committees and close working groups	Oct 2026	
3. Complete transition planning for post 2027 elections	Oct 2026	
4. Further strengthen Governance and Audit Committee	Oct 2026	
Recommendation 7: recognise the importance of a strong relationship with parish and town councils. Consider involving them more, and earlier, and it will pay dividends in supporting your communities model.		
1. Develop the relationship with each of the six Parish and Town Council's focussing on trust, mutual understanding and collaboration through regular structured engagement	Oct 2026/ongoing	
2. Jointly review roles in the context of devolution, identifying and delivering collaborative projects to strengthen communities, support prevention, and sustain thriving community facilities and assets	Oct 2026/ongoing	
3. Map out the council's key partnerships and review terms of reference to ensure clarity of focus, avoid duplication and focus on outcomes.	Oct 2026	