

## HDC Peer Review 2024 - ACTION PLAN

| Unique ref | Recommendation number   | Recommendation  | Definition   | Action description  | Assigned to owner            | Month due to be completed | Action delivery status | In progress RAG | Progress comments for 2024/25 Qrt4   |
|------------|-------------------------|---|--|---|------------------------------|---------------------------|------------------------|-----------------|--|
| CPC001     | <b>Recommendation 1</b> | <b>Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.</b>                 | A single narrative needs developing and communicating so that everyone is clear what the priorities are, how they are being delivered and what the timescales are for this. The council needs to ensure its officer structure enables delivery of the political priorities, that officer capacity is directed to the priority areas and the finances are aligned | A restructure of Senior Leadership Team to be launched for consultation in October 2024   | Michelle Sacks               | Mar-25                    | Complete               | Complete        | Evidence: Senior Leadership Team consultation outcome January 2025   |
| CPC002     | <b>Recommendation 2</b> | <b>Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.</b> | Building on the good practice shown in consulting on Huntingdonshire Futures, develop different engagement mechanisms to gain the views of residents/service users on their experience of the council and how these can be responded to.   | Policy decision about whether Comms is accountable for engagement across the organisation to be agreed  | Michael Hann                 | Mar-25                    | Complete               | Complete        | Evidence: Senior Leadership Team consultation outcome January 2025<br><br>Note: not showing as completed on summary as linked to action 006 for completion by recruiting a resource.   |
| CPC003     | Recommendation 2        |   |  | Community health and wealth building - resident workshops to co-deliver a strategy. This is the start of the live engagement opportunities available to our residents   | Michael Hann/<br>John Taylor | Dec-24                    | Complete               | Complete        | Evidence - Link for Overview and Scrutiny Panel 5 June 2025 item 8. Community Health and Wealth Building   |
| CPC004     | Recommendation 2        |   |  | Options paper created for different engagement events and approval from Informal Cabinet once completed. Depending on the option chosen there will be a likely budget identified but there will be a need for BAU coordinator resource to facilities and advice on service specific engagement activities | Michael Hann                 | Aug-25                    | In progress            | Within target   | A way forward has been identified, and although recruitment has not yet been successful, we are considering advertising an alternative role. We're aware of the planned engagement and consultation activities for the year, and once the vacancy is filled, the postholder can support coordination efforts.            |
| CPC005     | Recommendation 2        |   |  | Network of Communications Champions established within HDC to share learning and key campaigns, in order to provide coordinated comms and key messaging   | Michael Hann                 | Jan-25                    | Complete               | Complete        | Engagement Group meet quarterly. Evidence - The Communication Network Champions internal group have been meeting once a quarter with an updated list of pipeline activity.   |
| CPC006     | Recommendation 2        |   |  | Creation of a corporate consultation schedule to a managed approach to consultation. This will include corporate consultations eg: on budget setting as well as service specific consultations eg: Local Plan   | Michael Hann                 | Sep-25                    | In progress            | Within target   | To more effectively manage consultation and engagement activity aligned to Senior Team restructure. Options paper went to SLT in February 2025, with further actions to explore options for additional, specialist consultation and engagement resources. Linked to additional resources and recruitment of co-ordinator |

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| CPC007     | <b>Recommendation 3</b> | <b>Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.</b>  | Promote the services the council delivers. Don't undersell the impact being made in the community by leisure, parks and open spaces and operational services. Ensure everyone knows these are delivered by HDC. Be clear about who leads external communications to prevent confusion of messages and brands.  | Communications strategy for the year ahead being refreshed and being approved by Informal Cabinet  | Michael Hann       | Dec-24                    | Complete               | Complete        | Evidence: The development of a Communications Strategy 2024-28   |
| CPC008     | Recommendation 3        |   |  | LGA commissioned to create the HDC narrative and develop a comms and engagement strategy to deliver individual campaigns. Within the campaign plans will be a resource and budget profile            | Michael Hann       | Dec-24                    | Complete               | Complete        | Evidence - Yes<br>Evidence: The Corporative Narrative and elevator pitch (short, persuasive summary) have been completed.  |
| CPC009     | <b>Recommendation 4</b> | <b>Review the planning service to ensure that within the planning policy framework the council's priorities are being delivered, for example climate, environment and inclusive growth.</b> | Create understanding across all council services that there needs to be a holistic approach to deliver the councils growth and development ambitions. The planning service is a major contributor to fulfilling the longer-term outcomes of the council, but the results will benefit and impact on the whole council and it is important the service is appropriately positioned and supported to deliver these ambitions | Undertake a Peer review challenge on the Planning department through engagement with the LGA to agree timeframes. The review will then provide recommendations and an action plan to take into 25/26 | Clara Kerr         | Mar-25                    | Complete               | Complete        | Evidence - Yes<br>Development Management Committee 19 May 2025 item 7 - Planning Service Peer Review   |
| CPC010     | Recommendation 4        |   |  | Local Plan consultation on issues and options. Activities and findings to be presented SLT, Management team, Strategic Board, Members  | Clara Kerr         | Mar-25                    | Complete               | Complete        | Evidence no. Consultation for 'Further Issues and Options Paper' Local Plan November 2024  |
| CPC011     | Recommendation 4        |   |  | Cultural issue to take an holistic view - want to have monthly briefings on topics for Informal Cabinet and Management team about what's going on and why it's important.                            | Mike Gildersteeves | Mar-25                    | Complete               | Complete        | Evidence - May 2025 member briefing  |
| CPC012     | Recommendation 4        |   |  | Delivery board, Strategic Board and lessons learnt at both the tactical project level and the sponsor level to inform future HDC delivery of significant change programmes requiring planning        | Mike Gildersteeves | Feb-25                    | Complete               | Complete        | Evidence - An independent review of the major project at Hinchingsbrooke Park identified lessons learnt  |
| CPC013     | Recommendation 4        |   |  | Facilitation of the continuous improvement journey - that as an organisation we need the peer reviews over a number of different services and not just planning                                      | Mike Gildersteeves | Mar-25                    | Complete               | Complete        | All Services, including Planning, when submitting their Annual Service Planning actions and projects, focussed on the need of continuous improvement and transformation efficiency and change. Action complete. Evidence: Presentation to Leadership and Service Managers early 2025, with service plans submissions completed in March 2025 |

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| CPC014     | <b>Recommendation 5</b> | <b>Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.</b> | The extensive consultation on the new strategy has raised awareness and staff have high expectations of what it will deliver. Ensure the strategy addresses the inconsistency in policy and practice and brings services together to support a one council approach, where best practice is shared across services and fairness and equity is at its core. | Action plan to be prioritised and then presented at SLT, Informal Cabinet and then Employment Committee for approval. Will include a scheduled plan to show prioritised actions, timeframes and resources. Employment committee - will be monitoring the WFS action plan alongside established KPIs eg: sickness, staff turnover. | Leanne Harfield   | Dec-24                    | Complete               | Complete        | Evidence - Yes<br>Evidence CPC Recommendation 5 - Evidence Workforce Strategy Action Plan A4 Updated Feb 20255  |
| CPC015     | Recommendation 5        |   |  | Impacts to performance and absence likely to occur in team and services with the introduction of robust implementation of policies and practices - needs to be considered against the KPIs to give context.   | Leanne Harfield   | Mar-25                    | Complete               | Complete        | Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update  |
| CPC016     | Recommendation 5        |   |  | Employee value proposition to be developed, which will feed into the corporate narrative  | Leanne Harfield   | Mar-25                    | Complete               | Complete        | Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update  |
| CPC017     | Recommendation 5        |   |  | Staff pay review undertaken   | Leanne Harfield   | Mar-25                    | Complete               | Complete        | Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update  |
| CPC018     | Recommendation 5        |   |  | Well being for staff review undertaken  | Leanne Harfield   | Mar-25                    | Complete               | Complete        | Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update  |
| CPC019     | Recommendation 5        |   |  | Policy and practice review undertaken   | Leanne Harfield   | Mar-25                    | Complete               | Complete        | Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update  |
| CPC020     | <b>Recommendation 6</b> | <b>Continue to strengthen the council's approach to governance, compliance and risk.</b>      | To support the council's improved governance approach: Review the council's constitution   | Establish a Constitution Review Working Group - constitutional review, supported by Association of Democratic Services Officers (ADSO) for 6 meetings. An opportunity for Members say what they are concerned with and work up proposal to address. Paper will go to Governance committee and then full council for approval      | Suzanne Jones     | Feb-26                    | In progress            | Within target   | Working Group still meeting and scheduled to meet next on 26/6/25 with ADSO support. Target to aim to complete before end of current term of councillors. To be read in conjunction with Internal Audit Report scheduled for CGC on 18/6/25 on the Committee Governance Structure |
| CPC021     | Recommendation 6        |   | Provide additional capacity for MO and DMO roles   | Recruitment for MO and DMO roles to ensure dedicated resource for each individual council in the shared services partnership.   | Suzanne Jones     | Jun-25                    | In progress            | Within target   | New dedicated Monitoring Officer for HDC to commence employment on 30/6/25  |
| CPC022     | Recommendation 6        |   | Ensure sufficient investment and resource for member development   | Full programme of member training to identify concerns of Peer review and from Members. Certain number of session already delivered to the Cabinet, about how officers and Members work together. Ways of working can be optimised with LGA training  | Suzanne Jones     | Sep-25                    | In progress            | Within target   | Ongoing training programme for Members established with support from Member Development Working Group and Portfolio Holder to encourage participation   |

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| CPC023   | <b>Recommendation 7</b> | <b>Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.</b> | Ensure there is adequate time between Overview and Scrutiny Committees and Cabinet for members to add value to the process. Support them to shape agendas and work plans and contribute to policy development.   | Agendas changed for the meeting - chairs briefing also includes the future plan for meetings<br>In September update on priority one to partnership O&S panel (quarterly) - OM                   | Mike Gildersleeves | Jun-25                    | In progress            | Within target   | Further sessions January 25 with Panel members, looking at future topics and programme of works, and reflecting on Officer input. Further development and support with Member Development Group. Action tracker, best practice guide and topic submission form all in development. Jave been shared with Members, and to be shared again for sign-off June 2025                          |
| CPC024   | Recommendation 7        |   |  | Centre for Governance & Scrutiny to come in and do a review - to help understand best practice and steps we can undertake to improve our scrutiny panels  | Suzanne Jones      | Dec-24                    | Complete               | Complete        | Evidence: Reflection on the training has resulted in an agreed Overview and Scrutiny process map for how topics are requested, considered and decided upon for future work programmes. This has been shared with members.  |
| CPC025   | <b>Recommendation 8</b> | <b>Define and communicate your approach to transformation/continuous improvement.</b>   | Put in place the cross-cutting foundations (technology, workforce, structures, culture, communications) to prepare the organisation for holistic service transformation rather than reinforcing some silos and risk services continuing their own custom and practice. | Combine the outputs from the Annual Delivery Plan process with the 3 cross-cutting service reviews; customer, leisure, planning - with appropriate governance in place (through Delivery Board) | John Taylor        | Jan-25                    | Complete               | Complete        | Evidence: Cabinet Away Day Briefing 2025 Service Planning  |
| CPC026   | Recommendation 8        |   |  | Play back to SLT the update from the continuous improvement/transformation plan to confirm strategic activities and prioritisation  | John Taylor        | Jul-25                    | In progress            | Within target   | A new approach to service planning has been established and launched for 2025/26 in December 2024. Final 'check and review' to be completed June 2025  |
| CPC027   | Recommendation 8        |   |  | Improvements to data will be managed on a risk-based approach in order to manage workloads and impacts across the organisation  | John Taylor        | Sep-25                    | In progress            | Within target   | Improvements to data management and use of data to drive risk-based decisions is underway. Collation of benchmarking information and service metrics from across the Council will support these decisions for prioritising transformation across HDC. Scheduled to be completed mid 2025/26. Data Quality Audit planned for Q1 2025/26. Data Maturity Assessment planned for Q1 2025/26. |
| <b>Additional comments and actionable activities</b> |                         |   |  |   |                    |                           |                        |                 |  |
| CPC028   | Additional comments     |   | To meet the council's ambitions for enhanced partnership working, peers recommend the council reviews the skills and capacity needed to support this work with senior stakeholders and partners.   | Identify a maturity assessment tool, and develop proposals for how it is used. With supporting training and action plan.  | Michelle Sacks     | Dec-25                    | In progress            | Within target   | Proposal to be drafted by end Q2 2025/26 for progression by Dec 2025   |
| CPC029   | Additional comments     |   | Creating and communicating key points of entry into the council for partners and stakeholders would significantly help the council to develop its partnerships and generate opportunities to enable and influence.   | Simplify the reporting arrangements and responsibilities through Senior Team restructure.   | Michelle Sacks     | Dec-25                    | In progress            | Within target   | Senior Management team Restructure Implemented 1st April 2025. Roles and responsibility summaries completed. Next to publish leadership structure by July 25, then develop partnership working model by Sept 25 and implement by Dec 25  |
| CPC030   | Additional comments     |   | Peers advise some facilitated top team development would assist the new team in building relationships, understanding leadership styles and create space for strategic visioning.  | Implementaion of Senior Team development following restructure.   | Michelle Sacks     | Mar-25                    | Complete               | Complete        |  |

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| CPC031     | Additional comments   |                | Further work is needed with service managers to improve horizon scanning and feed this into the budget setting process.   | Service planning to include horizon scanning and inform transformation, aligning to budget cycle.  | John Taylor       | Mar-25                    | Complete               | Complete        |   |
| CPC032     | Additional comments   |                | Consideration should also be given to undertaking a full staff survey.  | Pulse survey being undertaken in August Full staff survey will be delivered as part of the WFS Action plan dates and resources TBC   | Leanne Harfield   | Sep-24                    | Complete               | Complete        |   |
| CPC033     | Additional comments   |                | The Ideas Board should be taking a more strategic approach to reviewing requests for funding, making sure any bids are aligned to the councils' priorities and clearly drive innovation. There also needs to be consideration given to how any projects funded on a trial basis could be sustained in the longer term if deemed successful. | Review the Ideas Process to focus on transformation, simplification, deliver more focussed support to develop outline business cases for consideration including financial benefits realisation and/or process to project initiation Revise terms of reference and governance to reflect a transformation focus, council wide view on change projects. | John Taylor       | May-25                    | In progress            | Within target   | A review of the Ideas process and purpose has commenced with the aim of completing the review May 2025. With a focus on enabling Transformation and invest to save  |
| CPC034     | Additional comments   |                | The council to continue driving efficiencies and value for money across the organisation through service improvement and contract management to enable focused delivery on political priorities   | Revise Council's approach to transformation and contract management.   | Suzanne Jones     | Jun-25                    | In progress            | Within target   | Contract management resources in place. Transformation resources assigned to support procurement team. Corporate Transformation Update<br><br>The Corporate Transformation Framework was approved by CLT on 17 February 2025.<br>Service changes will begin in Q1 of 2025/26.<br>A hybrid transformation approach has been agreed:<br>- Service-led changes will be driven through service planning.<br>- Corporate-wide opportunities will be identified using unit cost analysis and benchmarking by the end of Q2.<br>- The Transformation Plan will be finalised in June 2025, outlining key actions to improve efficiency. |

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| CPC.update.1 | Additional comments   |                | <u>Relating to Recommendation 3</u><br>Produce a short punchy statement to accompany corporate narrative. Communicate to staff and members, and use this narrative statement for internal and external communication   | <u>New action from March 2025 revisit.</u><br>To produce an elevator pitch to provide a brief and introduction for the corporate narrative document.  | Michael Hann      | Jun-25                    | In progress            | Within target   | Elevator pitch developed as part of Corporate Narrative. This has been shared with members and staff, and is on the intranet. Next is to share it wider with staff and service to embed into any future communications. This work is ongoing and completion will be once the initial wider sharing across services has been completed.  |
| CPC.update.2 | Additional comments   |                | <u>Relating to Recommendation 4</u><br>Develop the PAS review action plan and utilise the Councils scrutiny functions to oversee the action plan and implementation of recommendations   | <u>New action from March 2025 revisit.</u><br>To develop the PAS review action plan and to develop appropriate member oversight.  | Clara Kerr        | Sep-25                    | In progress            | Within target   | The report was considered and the recommendations agreed by DMC on the 19th May 2025. A training session was also held with Members of DMC to discuss the report. The action plan is being developed, and some 'quick win' outcomes have been achieved or are in process - for example the pending report to Council to amend discretionary planning fees linked to amendments.                 |
| CPC.update.3 | Additional comments   |                | <u>Relating to Recommendation 6</u><br>Peer suggest further communication on the process and timeline for how reviewing the 121 processes, working with Unison looking at performance management and L&D will be linked to pay increments and remuneration in the future | <u>New action from March 2025 revisit.</u><br>To provide further communications for staff regarding the expectations of the 121s for managing performance and development, and how this aligns to the pay increment and remuneration process. | Leanne Harfield   | Sep-25                    | In progress            | Within target   | One to one form has been launched (1st week of April 25), comms have been sent out, intranet posts and presented to management team and CLT. A process for how this links to increments and a submission form have been drafted and due to be sent out for feedback to WFS champions and a selection of managers. WFS road shows are in mid June feedback will be sought on one to one process. |