

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 2025/26 Qrt1
CPC001	Recommendation 1	Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.	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	Recommendation 2	Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.	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 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/ 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	Sep-25	In progress	Within target	We have been working with services to develop a funding proposal for a fixed-term resource, with the aim of taking a paper to CLT in the coming weeks for approval. Following this, we will begin recruitment for a full-time engagement resource.
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	Aug-25	In progress	Within target	We have identified the areas that require some form of consultation or engagement for the 25/26 financial year, and are now in the process of finalising the associated schedule.

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CPC007	Recommendation 3	Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.	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 Evidence: The Corporative Narrative and elevator pitch (short, persuasive summary) have been completed.
CPC009	Recommendation 4	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.	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 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 Gildersleeves	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 Gildersleeves	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 Gildersleeves	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	Recommendation 5	Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.	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 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	Recommendation 6	Continue to strengthen the council's approach to governance, compliance and risk.	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	The first working group met on June 26th, with ADMO support and has begun reviewing the constitution. Members were able to raise their concerns and have begun to think about proposals to address them. The next meeting is scheduled for September 4th, and the review is on track to be completed within the timeframe.
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	Complete	Complete	Evidence: Our new Monitoring Officer commenced working for the council full-time on 30th June.
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	Jun-25	Complete	Complete	The training completed is being logged and is available from Democratic Services. Members also benefit from specialist Members Briefings and LGR Briefings to help develop them in the fields. Evidence: A Training programme exists, and a log is available from Democratic Services. Due to its ongoing nature, this action has moved to BAU.

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CPC023	Recommendation 7	Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.	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 In September update on priority one to partnership O&S panel (quarterly) - OM	Mike Gildersleeves	Jun-25	Complete	Complete	Future agendas are now published ahead of time and are readily available. These plans are shared with both panels ahead of time and are not split by topic or remit.
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	Recommendation 8	Define and communicate your approach to transformation/continuous improvement.	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	Aug-25	In progress	Tolerance of target	The final approach has now been drafted, with proposals for CLT and HoS ready to approve at their meeting on August 26th. Slightly behind expected delivery, changed from July to August.
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	The Data Maturity Self-Assessment is concluding in July. So far, we have received over 60 responses, reflecting input from the entire Management team. A Data Quality Audit has also been concluded by the Internal Audit, with the resulting Action plan ready to be agreed by the end of July.
Additional comments and actionable activities									
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	Work to assess options for Partnership review has been commissioned to start in July. Proposals are set to be approved in Q2 with work ready to begin soon after.
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	Mar-25	Complete	Complete	The new structure has been fully implemented and completed by March 2025. Further key points of entry to be addressed by maturity assessment tool for Partnership working and implemented action plan.
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	Complete	Complete	A review of the Ideas process was completed in May 2025, with actions to improve the process and controls identified and implemented
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.	Neil Sloper	Sep-25	In progress	Tolerance of target	Additional support in Contract Management; Audit and Transformation services has been completed by February 2025. The Corporate Transformation Framework was approved by CLT on 17 February 2025. Service changes will begin in Q1 of 2025/26. A hybrid transformation approach has been agreed: - Service-led changes will be driven through service planning.(ongoing review) - Corporate-wide opportunities will be identified using unit cost analysis and benchmarking by the end of Q2. Unit costing proposal drafted in Q1, ready for review in Q2. - The Transformation Plan will be finalised in August 2025, outlining key actions to improve efficiency. - Work on budget efficiencies will begin in parallel with the benchmarking process. Tolerance of target due to change of expected delivery: Chaged from july to Sept

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CPC.update.1	Additional comments		<u>Relating to Recommendation 3</u> 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> To produce an elevator pitch to provide a brief and introduction for the corporate narrative document.	Michael Hann	Jun-25	Complete	Complete	Evidence: The corporate Elevator pitch has been added to the intranet, alongside Corporate Narrative, for all staff to access.
CPC.update.2	Additional comments		<u>Relating to Recommendation 4</u> 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> To develop the PAS review action plan and to develop appropriate member oversight.	Clara Kerr	Sep-25	In progress	Within target	All of the 16 Peer Review recommendations have been started, with four being completed. Four further individual actions have been completed. The Agents & Developers forum has taken place (21/7/2025), a new Comms plan has been created and is now being workshopped, a DM process review is happening, and automation is being implemented. Application Validation is being reorganised and improved, the S106 process is being streamlined, AI opportunities are being scoped, and a Community Engagement Platform is being procured.
CPC.update.3	Additional comments		<u>Relating to Recommendation 6</u> 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> 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	The new 121 process was launched in April, and initial feedback is positive. Work is now being undertaken on linking it to incremental progression. On track to be completed within timescales.