

App 2 HDC Peer Review 2024 - Detailed 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 Qrt3
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 the 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	Complete	Complete	A full-time resource has now been successfully hired and has been in post since September 2025. This new resource, accountable to the Head of Communications, Engagement and Public Affairs, has now begun working more closely with service users and managers to better align engagement activity with the key principles adopted by Cabinet in 2023. This will be perpetuated through continued meetings with service managers, heads of service and the corporate leadership team. Evidence: A full-time resource is now in post and is working with services to ensure they follow the council's engagement principles.
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	The Engagement Group meet quarterly. Evidence – The Communication Network Champions internal group has 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 e.g.: on budget setting as well as service specific consultations e.g.: Local Plan	Michael Hann	Aug-25	Complete	Complete	The corporate consultation schedule for 2025/26 has been established and is now being utilised by the Communications team to ensure a consistent and managed approach to communications across the council. A full-time resource has been successfully hired to update and maintain this schedule. This resource will also be published on the intranet for all officers to access and reference.

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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 Hinchbrook 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, focused on the need for continuous improvement, 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 e.g.: sickness, staff turnover.	Leanne Harfield	Dec-24	Complete	Complete	Evidence - Yes Evidence CPC Recommendation 5 - Evidence Workforce Strategy Action Plan A4 Updated Feb 2025.
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	Anita O'Malley	Sep-25	Complete	Complete	The working group has continued to meet, most recently on Sept 4th, and is reviewing the council's procedure rules, a potential substitute policy and the potential for opposition budget proposals. Full Council on 17 Dec 25 approved the changes to the procedure rules and inclusion of a substitute policy. The working group meetings continue to be supported by the ADSO and CfGS (Centre for Governance and Scrutiny). Additional meetings are scheduled for 23 Oct 2025 and 6 Jan 2026. The Sept meeting marked the 6th since the CPC report was published in Jul 2024. Completion of this action is now met with the establishment of the group and the 6th meeting taking place, after which it will transition to BAU with ongoing meetings planned.
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.	Lydia Morrison	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	Lydia Morrison	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	Lydia Morrison	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.
re	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 approach to confirm strategic activities and prioritisation	John Taylor	Nov-25	Complete	Complete	Papers were taken to CLT and Heads of Service in August and were approved. A report was presented to O&S 5th Nov for comment, and approved by Cabinet. .
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	Complete	Complete	The Data Maturity Assessment has been completed, with the findings presented back to Leadership in September 2025. There were a total of 50 respondents, and an overall score of 3.1, being Level 3 - Organisations that are developing their capacity and capabilities in terms of data. The priority areas of focus and improvement have been identified. The next step is to develop the implementation action plan, with additional input on this work from the Council's Chief Digital and Information Officer (the CDIO). This is ensuring that ICT & Digital considerations feature in our plans.
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 partnership maturity assessment tool, and develop proposals for how it is used. With supporting training and action plan.	Harriet Robinson	Dec-25	Complete	Complete	The options report for the Partnership Maturity Assessment was presented to CLT and Heads of Service in September 2025, with a clear agreement on the model of assessment to be used. The model was rolled-out with Heads of Service, with an initial partnership list presented to CLT 17th Dec 25. Ongoing activity to embed a working model with an annual review.

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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 the maturity assessment tool for Partnership working and the 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.	Implementation of Senior Team development following restructure.	Michelle Sacks	Mar-25	Complete	Complete	
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.	Lucy Aston	Nov-25	Complete	Complete	<p>Transformation - In progress</p> <p>As previously reported, the Corporate Transformation Approach was approved by CLT in Feb 25, with a hybrid transformation approach agreed. Service-led transformation and improvement to be driven through service planning. Since Feb 25 the Service Plans have been collated, reviewed and scrutinised by Leadership Team, resulting in an agreed Corporate Transformation programme for the council. The Corporate Transformation Framework and programme was presented to O&S Perf Cmmt Nov 25. This will conclude this action here as completed. The council now has a clear approach for continued driving of efficiencies and VFM, with the next phase being the the mid-year review of Service Planning and Transformation Programme which commenced Oct 25 to align with the councils budget cycle.</p> <p>Contract Management - Completed Feb 25</p> <p>Additional resource are now employed in Procurement to support contract management, and the monthly Procurement Board to oversee the contracts register and contract management and VFM.</p>

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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	Complete	Complete	Four recommendations are completed, with the remaining 12 underway and at various stages of progress. The action plan was seen by the portfolio holder and the opposition spokesperson in August, and all members of DMC at the September meeting, with the opportunity taken for questions to be asked and feedback to be taken on board. The Planning Improvement Programme, including PAS recommendations, is included in the council's Transformation Plan for ongoing monthly monitoring of progress.
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	Complete	Complete	The new one-to-one form was launched on 1 April 2025 and communicated to all staff and managers. A module was included as part of the Leadership Development programme to support managers in carrying out these conversations. Communication has also been shared with all staff about the link between one-to-one conversations and incremental progression. The new form has been shared with all staff before the submission window opens on January 26.