

Appendix B: The Councils Draft Action Plan to Implement the Improvement Recommendations

Date of Peer Challenge Review 26th February-1st March 2019

Peer Review Challenge Team

- Alan Jarrett, Leader of Medway Council
- John Pollard, Councillor (and former Leader), Cornwall County Council
- Nick Page, Chief Executive, Solihull Metropolitan Borough Council
- Tracy Darke, Service Director of Growth Economy and Culture, Milton Keynes Council
- Alison Michalska, Corporate Director of Children and Adults, Nottingham City Council
- Donna Parham, Director of Finance (and S151 officer), Bath and North Somerset Council
- Sophie Poole, LGA Programme Manager (Shadow)
- Kevin Kewin, LGA Peer Challenge Manager

SCOPE: The five core areas of focus in all Peer Challenge Reviews

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders? Additionally: are the council's partnerships strong and effective enough to support delivery of its transformation plans?
3. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
4. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

Three additional areas requested by Havering

1. In view of the demographic make-up of the Borough and the challenges of the local healthcare system, Havering’s approach to delivering improvements in Adult Social Care in the Borough.
2. In relation to capacity to deliver, which is one of the five key themes, a particular focus on how Havering will ensure that it maintains the corporate capacity and resilience to continue on behalf of its residents across a range of services in the face of further funding cuts.
3. In respect of our significant regeneration and housing ambition do our priorities look like what you would expect?

No.	LGA Draft Peer Challenge Review Recommendation	Comment/Action	Timescale	Lead Thematic Steering Group/SLT Officer
1	<p>Build on the momentum to communicate the council’s new priorities to staff, partners and residents</p> <p><i>The council has put in place a new corporate plan with a refreshed set of priorities. It is clear that both the council and the borough is changing. Now is an opportune time for the council to communicate its new priorities to employees, local people and key stakeholders.</i></p>	<p>The Council has undertaken several all staff events to discuss the 2019/20 corporate plan with staff. This has been backed up by Global emails, “pop-up”, Core Brief and is available on the internet.</p> <p>The Corporate Plan for the first-time was published alongside the MTFS on in March 2019 and available for local people and key stakeholders.</p>	<p>Completed</p> <p>Completed</p>	<p>OPPORTUNITIES</p> <p>AD Communications and AD Policy</p> <p>AD Communications and AD Policy</p>

		<p>Communication Strategy to be developed and implemented promoting the Council's new priorities to employees, local people and key stakeholders</p> <p>SLT to keep the focus on the Corporate Plan via their monthly Thematic Steering Group meetings, involving external stakeholders as appropriate</p> <p>CLT to continue to raise awareness with their staff and key stakeholders</p> <p>Quarterly reporting of Corporate Plan PIs and Outcomes: Cabinet and on the website</p> <p>Annual Report setting out progress against Corporate Plan Priorities</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>July 2020</p>	<p>AD Communications and AD Policy</p> <p>SLT Four Theme Steering Group Leads</p> <p>CLT</p> <p>AD Policy, Performance & Communities</p> <p>AD Policy, Performance & Communities</p>
<p>2</p>	<p>Consider and articulate Havering's offers and USP to attract inward investment and support managed growth</p> <p><i>The council could set out more clearly its approach to, and priorities for, growth. This includes an explicit articulation of the type of investment the borough is seeking and the benefits of doing business in Havering.</i></p>	<p>The Council will produce a clear narrative as part of the Regeneration strategy to address "Why Havering" and it's USP.</p> <p>A proactive Communications Campaign, setting out the approach agreed above.</p>		<p>CONNECTIONS</p> <p>Director of Regeneration and Member Portfolio Holder</p> <p>AD Customer, Communications and Culture</p>

		The development of a clear Inward Investment Strategy as part of the Regeneration Strategy.		Director of Regeneration
3	<p>Maximise potential from a more collective one-team approach</p> <p><i>While both the council's political and managerial leaders are generally well-regarded, there are potential benefits from a more collaborative approach. The creation of a series of boards, which seek to bring officers and members together, is a good first step. This structural change will need to be complemented by a cultural shift, where senior officers and members work more collectively together, including when developing strategy and problem solving.</i></p>	<p>The Cabinet and SLT are committed to improving transparency and communication amongst them. A specific project will be established to identify actions to facilitate this.</p> <p>The Council has changed its "governance" structure, from a Directorate/Service decision making approach to a cross-cutting outcome one. This is reflective of the Council's ambition to maximise resources and tackle the larger challenges facing the borough, e.g. demographic changes</p> <p>The Council has agreed a new governance structure to increase transparency across the organisation.</p> <p>The "Cultural-Shift" began back in February 2018, comprising of five CLT awaydays and two all staff events, externally facilitated. Further externally facilitated events are planned through 2019 with staff, senior management and Members.</p>	<p>On-going</p> <p>Completed</p> <p>Completed</p> <p>On-going</p>	<p>Chief Executive</p> <p>SLT/All Thematic Steering Groups</p>

4	<p>Sharpen decision making and delivery through better forward planning</p> <p><i>The council has a clear set of priorities and will be undergoing a significant level of organisational change. The council will need to improve its business management, including decision making and forward planning, to successfully achieve its ambitious agenda.</i></p>	<p>The Council is reviewing its decision-making and forward planning process as part of its Governance changes. These changes are already underway but will need to be refined during 2019.</p>	On-going	<p>OPPORTUNITIES</p> <p>COO and Leader's Office</p>
5	<p>Ensure there is sufficient focus on developing a single narrative and ownership from SLT to the front-line – this is needed to deliver the council's ambitions</p> <p><i>The new corporate plan and transformation programme are positive developments. Significant staff engagement and involvement – at all levels of the organisation – is now required to support cultural change and delivery.</i></p>	<p>SLT are working with staff on the single narrative and how it can be embedded across the organisation.</p> <p>External facilitators have been engaged to develop events to inform the future staff engagement and cultural change required</p> <p>An important part of this work will be to engage staff on the further development of Staff Values and Behaviours to shape cultural change. This work will continue through 2019.</p>	31 December 2019	<p>OPPORTUNITIES</p> <p>COO/Director of HR/AD Transformation</p> <p>COO/Director of HR/AD Transformation</p> <p>COO/Director of HR/AD Transformation</p>

6	<p>Develop a strategic approach to the workforce, linked to the corporate plan, to better release capacity to deliver</p> <p><i>Although the council has a range of workforce initiatives, there is not currently a coordinated view of organisational development. A strategic approach to the workforce, explicitly linked to the new corporate plan, may release additional capacity to deliver.</i></p>	Develop the future OD Strategy and Talent Management Approach to underpin the Council's future Target Operating Model	December 2019	<p>OPPORTUNITIES</p> <p>Director of HR/AD Transformation</p> <p>CE/DoHR</p>
7	<p>Articulate a broader regeneration vision for place-shaping building upon the council's clear ambitions for housing</p> <p><i>Strong plans have been put in place to deliver on the council's housing priorities. The organisation's wider regeneration vision is not as clearly articulated. In particular, the council could set out its broader place-shaping role more clearly, including its strategic approach to inward investment, skills and growth.</i></p>	Develop the Council's Vision for Place and underpinning Regeneration Vision and Strategy	December 2019	<p>PLACE</p> <p>Director of Place and Director of Regeneration</p>
8	<p>Explore further ways of supporting community engagement and maximising community capacity</p> <p><i>While the council has a track-record of consulting</i></p>	Agree the Developing the Local Voluntary and Community Sector Strategy	15 th May 2019 Cabinet	COO/AD Policy and Performance and

	<p><i>with residents, there is an opportunity for greater engagement and to better utilise community capacity. The peer team identified an appetite amongst some local groups for a greater role. A cross-council approach to developing community resilience may help residents to reduce, and better manage, their own needs.</i></p>	<p>Establish the “Community Hubs Steering Group”</p> <p>Co-design a Communications and Engagement Strategy with councillors and residents.</p> <p>Establish a Corporate Approach and Resource for Consultation: (“Citizen Space” acquired/funded for one year trial).</p> <p>SLT to consider and agree future requirement/funding</p>	<p>April 2019</p> <p>September 2019</p> <p>April 2019</p> <p>December 2019</p>	<p>Community</p> <p>COO/AD Policy and AD Transformation</p> <p>AD Customer, Communications and Culture</p> <p>COO/AD, Policy and Performance and Community</p> <p>COO/AD, Policy and Performance and Community</p>
<p>9</p>	<p>Support scrutiny to be more effective and play a more positive role in policy development</p> <p><i>The council’s existing scrutiny arrangements are atypical with seven committees. A cross-party review of scrutiny was undertaken in 2018 but its findings do not appear to have been taken forward. While many stakeholders identified the potential for scrutiny to improve, there was not a clear consensus on the best approach. The council should consider all options including the importance of officer support, member development and an enabling culture, as well as structural governance changes.</i></p>	<p>Consider and agree future scrutiny arrangements as part of new Governance Arrangements.</p>	<p>December 2019</p>	<p>CE/Monitoring Officer</p>

10	<p>Ensure adult social care has sufficient resources to continue its integration and improvement journey with pace</p> <p><i>The peer team is confident that the council has the right approach to adult social care improvement. The council's key plans to better manage demand, support further integration and prioritise safeguarding will require sustained attention and investment.</i></p>	Review resources and identify appropriate actions	September 2019	Director of Adults
11	<p>Maximise the opportunity to put 'Havering on the map'</p> <p><i>The peer challenge team identified many positives about the council and borough, and there are clearly big opportunities ahead. Now is a good time to undertake further work to put Havering 'on the map' to maximise these potential benefits. This should include more proactive regional and national communications about how the borough is changing and the benefits of living, working and investing in the borough</i></p>	<p>Develop and execute a value for money campaign across the borough demonstrating the quality services residents receive for their Council Tax.</p> <p>Develop and execute "Havering as your Destination of Choice" Campaign</p> <p>Seek out opportunities to showcase good practice in professional and sector press.</p> <p>Are there other live examples we can add?</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>AD Customer, Communication and Culture</p> <p>AD Customer, Communication and Culture</p> <p>SLT</p>

12	<p>The LGA Corporate Peer Challenge process includes a follow-up visit</p> <p><i>To help the Council assess the impact of the peer challenge and demonstrate progress against the key recommendations</i></p>	<p>Agree a provisional date and advise the LGA Lead Officer: date should be by the end of February 2021</p>	July 2019	CE/Leader
13	<p>The expectation is that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4-5 years.</p>	<p>Agree a provisional date (Should be undertaken by Spring 2024)</p>	July 2021	CE/Leader