

# Improvement Recommendation Action Plan - LGA Corporate Peer Challenge Review 2019

No.	LGA Draft Peer Challenge Review Recommendation + LBH Theme	Comment/Action	Timescale	Lead Officer	CURRENT POSITION
1	<p><b>Build on the momentum to communicate the Council's new priorities to staff, partners and residents.</b></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>Theme = OPPORTUNITIES</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.	Completed	AD-CCC + AD-PPC	COMPLETE
		The Corporate Plan for the first-time was published alongside the MTFS on in March 2019 and available for local people and key stakeholders.	Completed	AD-CCC + AD-PPC	COMPLETE
		Communication Strategy to be developed and implemented promoting the Council's new priorities to employees, local people and key stakeholders.	On-going	AD-CCC + AD-PPC	<i>New external and internal comms strategies developed and signed off at relevant level (Leader/CEx).</i>
		SLT to keep the focus on the Corporate Plan via their monthly Thematic Steering Group meetings, involving external stakeholders as appropriate.	On-going	SLT Four Theme Steering Group Leads	COMPLETE
		CLT to continue to raise awareness with their staff and key stakeholders.	On-going	CLT	<i>Team Meetings, 121s, Inductions</i>
		Quarterly reporting of Corporate Plan PIs and Outcomes: Cabinet and on the website.	On-going	AD-PPC	<i>In-place and reported against the four themes.</i>
		Annual Report setting out progress against Corporate Plan Priorities.	July 2020	AD-PPC	<i>Format under development.</i>

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2	Consider and articulate Havering's offers and USP to attract inward investment and support managed growth.	The Council will produce a clear narrative as part of the Regeneration strategy to address "Why Havering" and its USP.	On-going	Director of Regeneration + Member Portfolio Holder	<i>A regeneration plan has been completed. Further work with members and officers will need to take place on agreeing the regeneration strategy which is in its draft stages.</i>
	<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>	A proactive Communications Campaign, setting out the approach agreed above.	On-going	AD-CCC	<i>In progress. Insufficient work thus far has been completed on the actual offer/USP so a comms campaign cannot begin until this is considered in more detail. That said, place marketing campaign activity is underway.</i>
	THEME = CONNECTIONS	The development of a clear Inward Investment Strategy as part of the Regeneration Strategy.	Completed	Director of Regeneration	<i>COMPLETE Inclusive Growth Strategy has now been produced.</i>

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3	<p><b>Maximise potential from a more collective one-team approach.</b></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>THEME = OPPORTUNITIES</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.	Ongoing	Chief Executive	<i>There is a program of joint away days held and in place. New values underpinning a behaviour change have been adopted across the Council (ICARE).</i>
		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.	Completed	SLT / All Thematic Steering Groups	<i>COMPLETED To complement this approach, the Council has established a strategic planning and commissioning project which will focus on delivering the key policy decisions taken.</i>
		The Council has agreed a new governance structure to increase transparency across the organisation.	Completed	Chief Executive	<i>COMPLETED</i>
		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.	Ongoing	Chief Executive	<i>A significant engagement and cultural change development programme has supported the delivering of values &amp; behaviours. The Change Champions Group and Cultural Change Steering Group have been established to underpin collaboration and co-design.</i>

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4	<p><b>Sharpen decision making and delivery through better forward planning.</b></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>THEME = OPPORTUNITIES</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>	Ongoing	COO + Leader's Office	<p><i>The Theme Steering Groups and Theme Boards have enabled greater visibility and transparency of forward planning and decision making across the council.</i></p> <p><i>We have further built on this with the Governance Service Review, looking at strategic decision making and implementing some tactical projects – such as replacing multiple manual processes with a single on-line form (called i-Decision) to improve the efficiency and effectiveness of decision making and to speed up the approval process for entries onto the Corporate Forward Plan.</i></p> <p><i>The Contract Procedure Rules are also being refined with a view to aligning thresholds across the board.</i></p>

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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>THEME = OPPORTUNITIES</p>	SLT are working with staff on the single narrative and how it can be embedded across the organisation.	31 December 2019	COO + Director of HR + AD-Transformation	<p><i>A draft Transformation narrative was produced during the summer, reflecting the Members' Corporate Plan and their ambitions for the future of the Borough. The engagement and communications approach was then agreed at Transformation Board in September. Work is in hand with Communications to develop a detailed timetable of events, but in planning are: 'pulse' surveys, a Managers' Conference in Spring to develop strategic planning and ambition and continued engagement and co-working with Members and key stakeholders. A detailed narrative has been produced in draft and is expected to go to SLT in early January 2020 for approval and internal launch. External communications will be tailored to suit the audience and will be focussed on specific areas of activity.</i></p>

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		External facilitators have been engaged to develop events to inform the future staff engagement and cultural change required.	On-going	COO + Director of HR + AD-Transformation	<p><i>31 TEN have supported a significant engagement and cultural change development programme as part of delivering values &amp; behaviours.</i></p> <p><i>An internal change champions group has been created to engage with on-going 'hearts and minds' change and to ensure the internal 'customer' has a voice and influence.</i></p> <p><i>The colleague survey is being used to support further engagement and cultural change and we have held Management Conferences, a series of half day workshops at a range of levels and other engagement events to secure buy-in.</i></p> <p><i>SLT is considering further work on cultural leadership and the 'On Track' programme for middle manager leadership development, launched successfully in the Autumn.</i></p>

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		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.	On-going	COO + Director of HR + AD-Transformation	<i>Following on from approval of the People &amp; Organisation Development business case, detailed governance arrangements, resource and delivery planning are being designed and implemented to ensure that regular contact with staff at all levels (and across a range of media) is maintained. The Change Champions Group and Cultural Change Steering Group have been established to ensure collaboration and co-design underpin everything we do. Communications work will deliver a series of 'pulse' surveys and informal feedback events to ensure that we stay on course to deliver the cultural and behavioural change we have committed to.</i>

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6	<p><b>Develop a strategic approach to the workforce, linked to the corporate plan, to better release capacity to deliver.</b></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> <p>THEME = OPPORTUNITIES</p>	Develop the future OD Strategy and Talent Management Approach to underpin the Council's future Target Operating Model.	December 2019	Director of HR + AD-Transformation	<p><i>Phase 1 complete. The People and Organisation Development Programme business case, including the HROD Strategy, was approved by Cabinet in November 2019.</i></p> <p><i>Mobilisation of the full programme is being negotiated, including mapping resources, capacity and prioritised milestones is in hand. A programme management group has been established and the influence of the Change Champions and Culture Steering Group is visible in the work of the programme.</i></p> <p><i>Work with HR on delivery realisation is on-going to realise collaborative roll out of the ambition across the organisation, particularly our intention to become one of the top 100 employers of choice.</i></p>



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7	<p><b>Articulate a broader regeneration vision for place-shaping building upon the council's clear ambitions for housing.</b></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> <p>THEME = PLACES</p>	Develop the Council's Vision for Place and underpinning Regeneration Vision and Strategy.	December 2019	Director Lead for Places + Director of Regeneration	<p><i>A new "Together with Communities" strategy is due to be approved shortly. This sets out the Council's ambition to develop the place shaping vision for the borough.</i></p> <p><i>The Place shaping marketing strategy is in the research stages. This will outline how the Council will market Havering to visitors, potential investors and residents.</i></p>

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8	<p>Explore further ways of supporting community engagement and maximising community capacity.</p> <p>While the council has a track-record of consulting 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.</p> <p>THEME = COMMUNITIES</p>	Agree the Developing the Local Voluntary and Community Sector Strategy.	15 <sup>th</sup> May 2019 Cabinet	COO + AD-PPC	<p><i>The Voluntary and Community Strategy (joint with Havering Compact) agreed at May Cabinet and leading to greater capacity building via two main projects:</i></p> <ul style="list-style-type: none"> <li><i>London Borough of Havering (LBH), The Fore and Mayor's Fund for London jointly developing a pilot initiative to demonstrate how to fund 'cold spots' in outer London boroughs using an innovative model. During 1-year pilot, The Fore will deliver grant-funding and pro bono expertise to at least six Havering-based charities and social enterprises, and many more organisations will benefit from strategic advice and input during the process. The project has also raised £60k from other organisations and will use a newly developed participatory grant-making model, ensuring the Havering community is an integral part of funding process.</i></li> <li><i>A Crowd Funding project, to ensure more resident involvement in grass roots projects in Havering.</i></li> </ul>

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		Establish the “Community Hubs Steering Group”.	April 2019 Completed	COO AD-PPC AD-Trans.	<i>The Steering Group reports into the Place Theme Group and Board.</i>
		Co-design a Communications and Engagement Strategy with councillors and residents.	September 2019	AD-CCC	<i>The election has delayed the approval of the Together with Communities Strategy, however, the case includes detail of the approach to be taken to the ‘Voices of Havering’ – ensuring greater early engagement and response to communities and locality priorities. Communications are working with Transformation to deliver a ‘brand’ identity, but small scale work via Local Area Coordination, Regeneration and Community Development are being used to create a ‘one Council’ approach.</i>
		Establish a Corporate Approach and Resource for Consultation: (“Citizen Space” acquired/ funded for one year trial).	April 2019	COO + AD-PPC	<i>A pilot was put in place and Citizen Space procured for the duration of the pilot. A report has been prepared for SLT to recommend making the resource and approach permanent.</i>
		SLT to consider and agree future requirement/ funding.	December 2019	COO AD-PPC	<i>A report has been prepared for SLT recommending making the resource and approach permanent.</i>

**Improvement Recommendation Action Plan - LGA Corporate Peer Challenge Review 2019**

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9	<p><b>Support scrutiny to be more effective and play a more positive role in policy development.</b></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>THEME = OPPORTUNITIES</p>	Consider and agree future scrutiny arrangements as part of new Governance Arrangements.	December 2019	CE + Monitoring Officer	<p><i>In addition to the LGA Peer review, the Council is undergoing an Electoral Boundary Review. Both of these will inform the future Scrutiny role. A new Policy Framework is under development, which will facilitate a more positive role in policy development. The Overview &amp; Scrutiny Board is identifying a number of other Council Scrutiny Boards to visit, this will inform the future options for Havering.</i></p>

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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> <p>THEME = COMMUNITIES</p>	Review resources and identify appropriate actions.	September 2019	Director of Adults	<p><i>Adult Social Care (and Children's Social Care) is well supported corporately by the council, despite the challenging financial position. Significant growth is planned for 2020/21 to meet the increased cost pressure associated with increased complexity of care needs, contract inflation pressure, and increased safeguarding and Deprivation of Liberty Safeguards activity. In February 2020, ASC will be launching 'Better Living', based on the 3 Conversations model, which takes an asset based approach to working with residents – focussing on their strengths and family/community networks instead of 'assessing for deficits'. The approach is already embedding within the service, and demand in terms of commissioned services has seen a decrease in the number of people supported with homecare and residential care, although a significant increase has been seen in nursing care. Whilst activity has dropped, the complexity of</i></p>

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					<p><i>need has increased, meaning larger packages of support at home. Local area coordination will be introduced in Harold Hill at the beginning of 2020.</i></p> <p><i>The health integration agenda is now moving forward, with North East London STP (East London Health &amp; Care Partnership) establishing itself as an Integrated Care System and working to the principle of subsidiarity – delegation of as much decision making as possible to the BHR System and to local authorities. The direction of travel is for Havering CE to lead around planning and commissioning of community health and social care services for Havering, with aligned budgets. 2020/21 will be the shadow year, in readiness for launch in April 2021. Primary Care Networks have been established, with ASC and NELFT now reviewing the locality configuration to ensure close alignment with the PCNs.</i></p>

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11	<p><b>Maximise the opportunity to put 'Havering on the map'.</b></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>THEME = OPPORTUNITIES</p>	Develop and execute a value for money campaign across the borough demonstrating the quality services residents receive for their Council Tax.	Ongoing	AD-CCC	<i>Work has not begun on this area yet due to already-agreed campaigns needing to be delivered and dealing with parking as a proactive and reactive communications issue.</i>
		Develop and execute "Havering as your Destination of Choice" Campaign.	Ongoing	AD-CCC + AD-PPC	<i>External communications strategy developed, team resourced to begin this work and work underway with SLT/Cabinet to identify what putting Havering 'on the map' actually entails/means.</i>
		Seek out opportunities to showcase good practice in professional and sector press.	Ongoing	SLT	<i>Recent improved use of LinkedIn to promote #TeamHavering #HaveringTogether and #TransformingTogether – has included the successful launch of 'On Track' development programmes, 'Our Day' and the difference people are making to the experience of our Residents – Havering is building a reputation as a 'place where positive, exciting stuff is happening'. Showcasing of the Demand Management tool, being</i>

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					<i>developed by the Transformation Team. Service Review and Redesign videos and business cases, showing the talent and ambition of our service teams. Learning lunches and other engagement sessions to share good practice are planned.</i>
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 2020	CE + Leader	<i>Not yet due.</i>
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 2023	CE + Leader	<i>Not yet due.</i>