

## Corporate Peer Challenge December 2022 – Action Plan

Recommendation	Current position	Action(s) to be explored	Lead Officer	Timeframe
<p>1. Develop a clear vision and narrative for the whole Borough of Hartlepool which all councillors, staff and partners can get behind, ensuring there is a clear link to strategies, plans and understanding of local community needs.</p>	<p>The Council has agreed with partners a number of shared strategies and plans for Hartlepool including the Town Centre Masterplan, Health and Wellbeing Strategy and Community Safety Plan. However, there is no single, clear vision and narrative for the whole Borough of Hartlepool which is owned by all stakeholders.</p>	<p>i) Develop a 10 year vision and narrative for the whole of Hartlepool which is informed by robust data and intelligence and engagement with various stakeholders.</p>	<p>Managing Director</p>	<p>January 2024</p>
		<p>ii) Review current partnership arrangements to enable broader stakeholder engagement and ownership of Hartlepool priorities.</p>	<p>Managing Director</p>	<p>September / October 2023</p>
		<p>iii) Identify a stakeholder and networks map for the Borough and where relationships are managed across the Council.</p>	<p>Managing Director</p>	<p>September / October 2023</p>

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<p>2. Refresh the organisational plan for HBC - setting out the next stage of the journey for the Council, linked to a clear approach to transformation and values.</p>	<p>The Council Plan 2021/22-2023/24 sets out our vision for Hartlepool. It is an ambitious document which reflects the priorities that were identified through extensive consultation with residents, elected members, workforce and our public, voluntary, community and private sector partners whilst also recognising the emerging and continually evolving challenges the Council faces from the covid-19 pandemic.</p>	<p>i) Undertake a comprehensive consultation and engagement programme with stakeholders (staff, elected members, VCS, business, public sector and local residents) focusing on the priorities for the 10 year narrative, the new Council Plan, the Council's budget and other Council strategies such as the Health and Wellbeing and Poverty.</p>	<p>Managing Director</p>	<p>October / November 2023</p>
	<p>Activity to deliver the Council Plan is captured in a range of delivery plans and regular progress updates are considered by the Corporate Management Team and Finance and Policy Committee. Annual reports are also produced.</p>	<p>ii) Review and update the Council's Performance and Risk Management Frameworks to ensure that they are fit for purpose, better able to demonstrate the progress being made and clearly identify and articulate the consideration of risk throughout the organisation.</p>	<p>Managing Director</p>	<p>December 2023</p>
	<p>The Senior Management Team have been working collectively to identify a clear set of values for the Council. These are ready to be articulated to the workforce.</p>	<p>iii) Undertake an exercise with all staff to promote and strengthen the Council's culture and values.</p>	<p>Managing Director</p>	<p>May 2023</p>
		<p>iv) Ensure that the Council's culture and values are embedded within the Council Plan.</p>	<p>Managing Director</p>	<p>March 2024</p>

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		v) Agree a new 3 year Council Plan.	Managing Director	March 2024
3. Review the existing operational arrangements (e.g. structure and operating model).	Report taken to Finance and Policy Committee in January 2023 with recommendations on the Chief Officer structure of the Resources and Development Department.	i) Deliver the Chief Officer restructure as agreed by Finance and Policy Committee.	Managing Director	June 2023
		ii) Review existing governance arrangements including Committee delegations and frequency.	Director of Legal, Governance & HR Services	May - September 2023
		iii) Review the Council's strategies, plans and priorities and how they 'knit together' corporately. This will also consider how capacity, skills and resources are aligned to key organisational goals and risks.	Managing Director	September / October 2023
4. Revisit the Workforce Strategy to ensure it is fit for purpose.	Work on a new Workforce Strategy is currently underway.	i) Review the draft Workforce Strategy to ensure that it is embed and collectively owned and links to our activities on equality, diversity and inclusion.	Director of Legal, Governance & HR Services	September 2023

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5. Develop a centrally led Communications, Engagement and Marketing Strategy, with a higher profile and an internal and external focus.	There is no single Communications, Engagement and Marketing Strategy in place for the Council. However, activity is delivered across various parts of the Council supported by a core corporate team.	i) Utilise LGA support to develop a new Communications, Engagement and Marketing Strategy for the Council.	Assistant Director – Development and Growth	October 2023
6. Invest further in Member development to support councillors in their Council and community leadership roles and to ensure the governance system functions efficiently and effectively. Consider the introduction of a ward budget for Councillors. Role model positive behaviours.	Induction and annual member development programmes are in place for elected members and new opportunities are shared as they become available throughout the year.  The Council previously had individual budgets for ward members but these were taken out of the budget as a previous years saving.	i) Utilise support from the LGA to review the existing Member Development Programme and work with elected members to understand what they want and need from the Member Development Programme so that it can be tailored to fit.	Director of Legal, Governance & HR Services	May 2023
		ii) Consider the proposal of reintroducing ward budgets for Councillors including how these could be financed within the Council's existing budget constraints.	Director of Finance, IT & Digital Services	December 2023
7. Reconvene Group Leaders meetings to improve relationships and communications	Although there have been Group Leader briefings in the past there are currently no active	i) Reintroduce bi-monthly briefings with Group Leaders supported by the Managing Director.	Managing Director	June 2023

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between political groups on strategic issues for the benefit of the Borough.	arrangements to bring them together on a regular basis.	iii) Through Group Leaders sessions provide support to Group Leaders so that they are sighted on opportunities and challenges in relation to Council priorities and role model positive behaviours supporting our culture and values.	Managing Director	June 2023 and ongoing
8. Strengthen longer-term financial sustainability by developing: a) a longer-term Medium Term Financial Plan, including scenario analysis, to inform the development of a Financial Strategy b) a Corporate Capital Strategy and Corporate Asset Management Plan c) review the approach to budget development to ensure greater ownership d) a better understanding of HBC's		a) i) Develop a 3 year Medium Term Financial Strategy with detailed one year plans.	Director of Finance, IT & Digital Services	December 2023
		b) i) Capital Strategy and Capital Programme 2023/24 – 2026/27 considered and approved by Finance and Policy Committee and Council in February.	Assistant Director (Finance)	Completed - February 2023
		b) ii) Develop Corporate Asset Management Plan for approval by Finance and Policy Committee.	Assistant Director (Development and Growth)	June / July 2023
		c) i) Introduce an internal budget development training programme for all officers involved in managing budgets.	Director of Finance, IT & Digital Services	July 2023

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<p>appetite for risk across all its activities</p> <p>e) an organisational approach to service transformation, procurement and municipal enterprise supported by requisite skills and capacity to support delivery</p>		<p>c) ii) Introduce a financial training programme for all members, as part of their inductions and as part of sitting on policy committees.</p>	<p>Director of Finance, IT &amp; Digital Services</p>	<p>September 2023</p>
		<p>d) i) Undertake an exercise to establish HBC appetite for risk regarding current and future opportunities, based on our Council Plan priorities.</p>	<p>Director of Finance, IT &amp; Digital Services</p>	<p>June – September 2023</p>
		<p>e) i) As part of d) i) above, review the level of capacity and skills already within the Council to determine whether there is a need to rebuild corporate capacity or provide training opportunities for staff in order to deliver on our priorities for service transformation, procurement and municipal enterprise.</p>	<p>Managing Director</p>	<p>June – September 2023</p>
<p>9. Develop an explicit level of prioritisation for the Capital Programme and selective approach to future funding bids based on how these link to the vision.</p>	<p>Preparation of a Capital Strategy and Capital Programme covering 2023/24 – 2026/27 underway.</p>	<p>i) Capital Strategy and Capital Programme 2023/24 – 2026/27 considered and approved by Finance and Policy Committee and Council in February.</p>	<p>Director of Finance, IT &amp; Digital Services</p>	<p>Completed - February 2023</p>
		<p>ii) Include a section in all committee reports linking recommendations to the 6 Council Plan priorities.</p>	<p>Director of Legal, Governance &amp; HR Services</p>	<p>June 2023</p>

