

**General scrutiny committee 06 March 2019**

**Corporate peer challenge progress**

# Background and context

- Corporate Peer Challenge is the most robust, independent, external full council review and challenge process available to local government.
- Peer challenge team consists of elected members and senior officers from other local authorities
- Herefordshire Council Corporate Peer challenge was undertaken in February 2018
- 9 recommendations made and can broadly fit into 2 main categories:
  - Internal workings of the council
  - Engagement with key stakeholders and the public
- Cabinet considered the findings from the challenge visit in June 2018 and agreed to take forward the recommended approach
- That approach was to ensure that the recommendations were used to inform ongoing strategic and operational planning ongoing rather than create a bespoke action plan
- The peer challenge team will return in November 2019 to review progress

## Recommendations – internal workings of the council

# Recommendations – internal workings of the council

- Develop a “one council” approach – shifting the focus from directorates to “one council”
- Give your managers space to think and build a strategic management team
- Ensure consistent delivery and follow through to turn positive rhetoric into reality
- Build on your success and have confidence to drive and deliver your political priorities
- Within the context of a corporate transformation programme, develop a more strategic approach to your workforce to ensure alignment with ambition and priorities
- Undertake a strategic review of your finances so that the potential to resource your ambition and priorities are maximised

## In response

- Creation of a “Corporate Centre” to enable/facilitate better cross directorate working and planning
- Creation of the corporate project portfolio to enable greater visibility of key projects by management board and members
- Implementation of new project management system – VERTO
- Increased capacity to delivery – project managers, head of Economic Development, Assistant Directors Communities
- Creation of strategic planning time for management board to review the work programme and plan for future
- Refresh of internal “leadership group” (50 senior/middle managers) to improve cross organisation working
- Base budget review undertaken and reported to full council February 2019. Included in the budget is an invest to save fund to support development of new projects/innovations
- Linking of key strategies and delivery plans such as the Economic Masterplan and Communities strategy

# One Council Redesign

PEOPLE PLACE

Children and families

Economy and Place

Adults and communities

Social care

MANAGING DEMAND ON SOCIAL CARE THROUGH PREVENTION AND BUILDING ON STRENGTHS

£ INVESTMENT AND GROWTH

Governance  
Compliance  
Customer services  
Communications

Corporate Support

Finance, legal and governance

People and performance

Project management and oversight  
HR and workforce  
Corporate performance  
Information and Intelligence

CORPORATE CENTRE

## **Recommendations – external engagement with key stakeholders and the public**

# Recommendations – external engagement with key stakeholders and the public

- Articulate a longer term vision for Herefordshire
- Consider expanding your presence, profile and influence on the regional stage (and beyond) using your narrative
- Develop a more strategic, collaborative and corporate approach to building more resilient communities
- Use your communication more proactively to build support and understanding of your vision, ambition and direction of travel

# In response

- Parish council summits (2 summits held to date further session planned for June 2019)
- Strategic approach developed through the new “Talk Community” programme (presented to Parish Council summit in January 2019)
- Local and national recognition of the work being done within communities in Herefordshire to link vulnerable people to their community
- Mapped activities and resources actively working with communities to enable greater impact of resources
- Alignment of health and social care teams within localities around GP practice to enable better use of resources (planned for June 2019)
- “Report it” app introduced to enable the greater engagement with the public to report faults and problems
- Herefordshire Now – print and digital communications to update on key programmes and areas of public interest
- Exploring opportunities to have a physical and digital presence in the county to describe and engage the public on the vision and plans for economic development

## **Suggested areas for the committee's feedback – internal working of the council**

- How can we ensure that the creation of the corporate centre delivers on the aspiration to create a “one council” approach and not just a restructure of internal functions?

## **Suggested areas for the committee's feedback – external engagement**

- How can we ensure that when working with communities we understand the differences and can accommodate these into any new delivery model. E.g. rural v urban communities
- What more could be done to communicate and engage the public and key stakeholders with the council's vision for future?

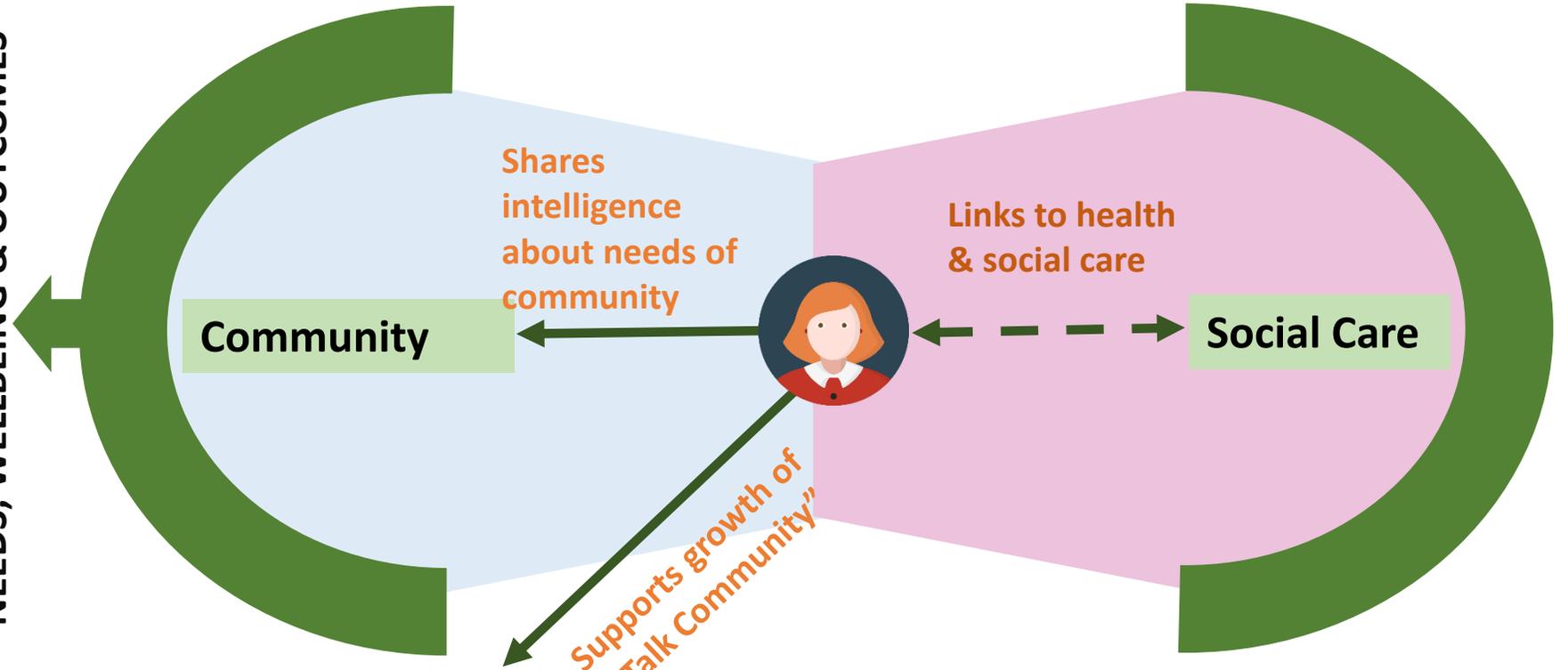
In more detail

# “Talk community”

# Meeting the needs of our community together – “Talk Community”

<b>Self Fulfilment</b> <ul style="list-style-type: none"><li>- Achieving potential</li><li>- Creative activities</li></ul>
<b>Psychological</b> <ul style="list-style-type: none"><li>- Confidence</li><li>- Feeling of accomplishment</li><li>- Sense of community</li><li>- Friendships</li><li>- Intimate relationships</li></ul>
<b>Basic Needs</b> <ul style="list-style-type: none"><li>- Health</li><li>- Safety and security</li><li>- Employment</li><li>- Income</li><li>- Food, warmth, water, rest</li></ul>

NEEDS, WELLBEING & OUTCOMES



NEEDS, WELLBEING & OUTCOMES

## "TALK COMMUNITY"



A place for people to come and find out what's happening in their community – places to go, things to do, people to meet, volunteering opportunities