

## BROXBOURNE BOROUGH COUNCIL IMPROVEMENT PLAN (DRAFT) May 2022

<b>1. COMMUNICATION AND COMMUNITY ENGAGEMENT</b>					
<b>No.</b>	<b>Task</b>	<b>Target/deadline</b>	<b>Lead Director</b>	<b>CPC Priority</b>	<b>Progress Updates</b>
1.1	Develop a narrative and vision statement, promoting Broxbourne now and the planned developments in the future.	October 2022	Director of Place	2	This is being progressed with the naming of the new Enterprise Centre.
1.2	Embed and deliver the Sustainability Strategy and expand it to include a sustainability vision for the Borough, engaging with residents to make their own climate change pledges.	October 2022	Director of Place	2	A piece of work assessing the carbon footprint of the Council is underway. This will give clear recommendations regarding climate change pledges.
1.3	<p>Develop a communication and consultation strategy incorporating the following:</p> <ul style="list-style-type: none"> <li>• A significant increase in consultation.</li> <li>• Increased community engagement via a citizen's panel.</li> <li>• Initiatives and enhancements.</li> <li>• Online communication methods (e.g., online newsletters).</li> <li>• Consultation with businesses (including their preferences for support).</li> <li>• Internal communications (including regular staff briefings and team meetings).</li> </ul>	November 2022	Chief Executive	1, 2	<p>Many of these actions are underway as follows:</p> <ul style="list-style-type: none"> <li>• A citizens' panel is in place.</li> <li>• Regular staff briefings now in place.</li> <li>• Greater communication via social media and online newsletters.</li> </ul>

<b>2. ORGANISATIONAL DEVELOPMENT AND HUMAN RESOURCES</b>					
<b>No.</b>	<b>Task</b>	<b>Target/deadline</b>	<b>Lead Director</b>	<b>CPC Priority</b>	<b>Progress Updates</b>
2.1	Roll out and embed the newly defined corporate values and behaviours.	October 2022	Director of Place	1	A member/officer Values Working Group was formed which led to a new set of Values being recommended. The Values will be agreed at Cabinet 12 July 2022.
2.2	Create an organisational development plan, including how to develop capacity and encourage career progression, and using data to develop an evidence-based approach to resource management.	December 2022	Director of Finance	4	This is ongoing – working with East Hertfordshire District Council.
2.3	Review and relaunch the service planning process and ensure that it contains clear links to the Corporate Plan and provides clear linkages to individuals' objectives.	July 2022	Chief Executive	1, 2, 3, 4	The service planning process has been relaunched with clear links to the Corporate Plan. This will be used in objective setting with individuals.
2.4	Develop and roll out a performance management framework with links to the Corporate Plan, competencies, and values.	November 2022	Director of Finance	1, 3, 4	This is presently under development.
2.5	Develop and roll out a recruitment and retention strategy to suit a changing market, including the development of a new corporate induction process.	November 2022	Director of Finance	4	This is presently under development.
2.6	Establish and embed the new Equality, Diversity and Inclusion working group, making sure they are involved in decision making processes.	July 2022	Director of Place	1	The Equality and Diversity Group has now been formed and is meeting. Objectives for the group are being agreed.

2.7	Put in place a management development programme for middle managers – looking at competencies, commercial skills, financial management, project management, reportwriting and team working.	September 2022	Director of Finance/Director of Place	1, 2, 4, 5, 6	This work is underway with sessions planned to commence in autumn 2022.
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### 3. SERVICE IMPROVEMENT

No.	Task	Target/deadline	Lead Director	CPC Priority	Progress Updates
3.1	Make use of data to inform service improvements, targeted where they will have the biggest impact.	October 2022	Director of Finance	4	This is presently under development.
3.2	Develop a plan for the next phase of the transformation programme.	October 2022	Director of Finance	4	This is presently under development.
3.3	Implement a customer service programme council wide.	December 2022	Director of Finance	4	This work has been commenced with services nominating customer service champions. The next phase is to roll this out across the wider organisation.

### 4. FINANCIAL MANAGEMENT AND GOVERNANCE

No.	Task	Target/deadline	Lead Director	CPC Priority	Progress Updates
4.1	Develop programme and project management across the Council, considering staff capacity as well as governance.	June 2022	Chief Executive/Director of Place	5	There is now greater programme management in place and new systems have been developed. The Broxbourne Development Programme Board is in place and will oversee major developments.

4.2	Review decision-making procedures to achieve the right balance between effective governance and speed of action.	October 2022	Chief Executive/Director of Finance	5, 6	This is presently under development.
4.3	Improve financial knowledge and confidence across the Council, including regular briefings, member training and support to develop budget management skills.	October 2022	Director of Finance	1	This is underway. Briefings have been carried out with staff and members and member training will be implemented.

<b>5. PARTNERSHIP WORKING</b>					
<b>No.</b>	<b>Task</b>	<b>Target/deadline</b>	<b>Lead Director</b>	<b>CPC Priority</b>	<b>Progress Updates</b>
5.1	Review the remit of the Ambition Broxbourne partnership including its ability to oversee projects and hold partners accountable for delivery.	October 2022	Director of Place	8	This work is underway.
5.2	Deliver the skills agenda using the Broxbourne Strategic Partnership for Skills. Particular emphasis to be paid to: <ul style="list-style-type: none"> <li>• High profile developments such as the Film Studios and Brookfield.</li> <li>• Developing a framework for other developments.</li> </ul>	October 2022	Director of Place	9	Work is being carried out with the Film Studios to develop an Employment and Skills Plan for the Borough to ensure as many as possible of the 4,500 jobs are recruited to locally.
5.3	Review and develop existing (or dormant) partnerships such as: <ul style="list-style-type: none"> <li>• The Ambition Broxbourne Partnership.</li> <li>• The Broxbourne Local Strategic Partnership.</li> <li>• Partnership with the Lee Valley Regional Park Authority.</li> <li>• The UK Innovation Corridor/Core.</li> </ul>	October 2022	Chief Executive/Director of Place	8	This work is underway.

	□ The Broxbourne Community Partnership.				
5.4	Engage with partners to develop a shared Regeneration Plan for Waltham Cross (building on the working group), to encompass both the regeneration of the physical infrastructure and also community development, tackling poverty and reducing health inequalities by working with the NHS and Integrated Health Partnership.	September 2022	Director of Place	8, 9	There is a Waltham Cross Officer Renaissance Group now set up which reports into the Cheshunt and Waltham Cross Development Group. A Levelling Up Fund Round 2 bid is being developed which will cover the themes of: <ul style="list-style-type: none"> <li>• Civic Pride</li> <li>• Employment and Skills</li> <li>• Health and Wellbeing/Physical Activity.</li> </ul>
5.5	Continue to explore shared service partnerships where appropriate.	Ongoing	Chief Executive/ CMT	7	This work is ongoing.