

# BROXBOURNE BOROUGH COUNCIL IMPROVEMENT PLAN

April 2023

## Key

- 5. Red:** Successful delivery is unachievable or has not yet started
- 4. Amber/Red:** Delivery is in doubt or not on schedule
- 3. Amber:** Some issues but delivery is probable
- 2. Amber/Green:** Delivery is on track
- 1. Green:** Delivery is complete
- Grey:** Action no longer applicable

No.	Task	Lead Director	CPC Priority	Progress Updates	RAG Rating
1.1	Develop a narrative and vision statement, promoting Broxbourne now and the planned developments in the future.	Director of Place	2	The LGA is providing assistance with developing the corporate narrative. Good progress is being made and it is expected to be adopted in 2023.	
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.	Director of Place	2	An assessment of the carbon footprint of the Council has been completed which has highlighted a number of areas of good practice as well as areas where action is needed. A strategy for taking this forward has been approved by Cabinet. The Sustainability Panel will continue to monitor the Sustainability action plan.	
1.3	Develop a communication and consultation strategy.	Chief Executive	1, 2	The communications strategy has been adopted.	

No.	Task	Lead Director	CPC Priority	Progress Updates	RAG Rating
2.1	Roll out and embed the newly defined corporate values and behaviours.	Director of Place	1	The following values were agreed at the July 2022 Cabinet: T – Teamwork I – Innovation E – Effectiveness R – Respect	
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.	Director of Finance	4	An organisational development plan is being produced.	
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.	Chief Executive	1, 2, 3, 4	Revised service plans linked to objectives have been implemented.	
2.4	Develop and roll out a performance management framework with links to the Corporate Plan, competencies, and values.	Director of Finance	1, 3, 4	An integrated service plan is being developed.	
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.	Director of Finance	4	Recruitment and retention strategy is being produced.	

No.	Task	Lead Director	CPC Priority	Progress Updates	RAG Rating
2.6	Establish and embed the new Equality, Diversity and Inclusion working group, making sure they are involved in decision making processes.	Director of Place	1	Promotion of equality, diversity and inclusion forms part of the corporate culture and is part of the decision making process and adopted values.	
2.7	Put in place a management development programme for middle managers – looking at competencies, commercial skills, financial management, project management, report writing and team working.	Director of Finance	1, 2, 4, 5, 6	Management Development Programme will be rolled out in 2023.	

No.	Task	Lead Director	CPC Priority	Progress Updates	RAG Rating
3.1	Make use of data to inform service improvements, targeted where they will have the biggest impact.	Director of Finance	4	The creation of a Corporate Performance Manager post has been agreed. This role will lead on the use of data across the organisation.	
3.2	Develop a plan for the next phase of the transformation programme.	Director of Finance	4	The next phase of transformation will be closely linked to the emerging Customer Care Strategy and action plan.	
3.3	Implement a customer service programme council wide.	Director of Finance	4	The Customer Experience programme has been rolled out to all staff.	

No.	Task	Lead Director	CPC Priority	Progress Updates	RAG Rating
4.1	Develop programme and project management across the Council, considering staff capacity as well as governance.	Chief Executive/Director of Place	5	The Broxbourne Development Programme Board has been established and meets regularly.	
4.2	Review decision-making procedures to achieve the right balance between effective governance and speed of action.	Chief Executive/Director of Finance/Head of Legal Services	5, 6	Delegation arrangements are being refined as part of a review and updating of the Constitution.	
4.3	Improve financial knowledge and confidence across the Council, including regular briefings, member training and support to develop budget management skills.	Director of Finance	1	Regular training and briefings are undertaken.	

No.	Task	Lead Director	CPC Priority	Progress Updates	RAG Rating
5.1	Review the remit of the Ambition Broxbourne partnership including its ability to oversee projects and hold partners accountable for delivery.	Director of Place	8	Arrangements are in place to ensure the Board is sighted on key projects and give it an opportunity to provide a private sector perspective.	
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</li> </ul>	Director of Place	9	An employment and skills framework has been adopted.	

No.	Task	Lead Director	CPC Priority	Progress Updates	RAG Rating
	<p>such as the Film Studios and Brookfield.</p> <ul style="list-style-type: none"> <li>- Developing a framework for other developments.</li> </ul>				
5.3	Review partnerships	Chief Executive/ Director of Place	8	This work is complete.	
5.4	Engage with partners to develop a shared Regeneration Plan for Waltham Cross (building on the working group), to encompass both the generation of the physical infrastructure and also community development, tackling poverty and reducing health inequalities by working with the NHS and Integrated Health Partnership.	Director of Place	8, 9	<p>Waltham Cross Renaissance is underway. A levelling up bid was successful and improvements will be delivered in the following areas:</p> <ul style="list-style-type: none"> <li>- public realm</li> <li>- skills and community</li> <li>- health and wellbeing.</li> </ul> <p>A Town Centre Manager has been recruited to take a lead on town improvements across Waltham Cross and Cheshunt.</p>	
5.5	Continue to explore shared service partnerships where appropriate.	Chief Executive/ CMT	7	A report on shared services was presented to the Council's Employment Panel on 28 November 2022, and opportunities will continue to be explored.	