

## Action Plan: Corporate Peer Challenge Recommendations

- A working, living plan which will be updated as required
- Overseen by the dedicated Member working group
- Agreed by Cabinet

Recommendation	Key actions	Lead Director	Key Officers	Lead Members	Timescales / update
<p><b>Recommendation 1</b> Conduct the planned review of the corporate strategy and align the organisational structure accordingly.</p>	<p>With Cabinet, undertake a comprehensive assessment of the current corporate strategy to identify any changes required.</p> <p>See <a href="#">Recommendation 4</a> for actions around organisational changes.</p>	<b>Dave Welsby</b>	<p><b>Kirsten Burnett</b></p> <p><b>Stuart Sambrook</b></p>	<b>Cllr Dad / all Cabinet</b>	<p>Scrutiny Committee considered KPIs and Corporate Strategy progress on 20/01/25 including invitation for any suggested updates to strategy: <a href="#">link to meeting here</a>.</p> <ul style="list-style-type: none"> <li>• Aim for draft revised strategy end March</li> <li>• Agree strategy with Full Council by end June</li> </ul>
<p><b>Recommendation 2</b> Engage in top team development to develop effective relationships within Cabinet/CMT as a group to create agreed ways of working and clarity of roles and responsibilities.</p>	<p>Liaise with LGA for facilitated top team development sessions.</p> <p>Develop and agree on a shared charter of roles, responsibilities, and expectations.</p> <p>Monitor outcomes through periodic reviews.</p>	<b>Dave Welsby</b>	<p><b>Management Team</b></p> <p><b>Kirsten Burnett</b></p>	<b>All Cabinet</b>	<ul style="list-style-type: none"> <li>• KB to contact LGA March 2025</li> </ul>
<p><b>Recommendation 3</b> With partners, lead the development of a clear and well understood vision for the whole</p>	<p>Accrington has been awarded Plan for Neighbourhoods funding, announced March 2025. This requires the creation of a Community Board to develop a Regeneration</p>	<b>On hold</b>	<b>On hold</b>	<b>On hold</b>	<b>On hold</b>

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borough (Place Strategy).	Plan for Accrington. The funding timescales means this needs to be a priority for the Council. Lancashire is also going to be entering a period of local government reorganisation, into a number of new unitary authorities. The Council will revisit this recommendation once the Regeneration Plan has been submitted/approved and clarity provided around the new unitary authorities within Lancashire.				
<p><b>Recommendation 4</b> Consider what capacity and skills the council needs to develop and address this as part of the review of organisational structure, including options for collaboration with partners and the use of consultants.</p>	<p>Consider skills and capacity required for medium term plans and identify any gaps.</p> <p>Identify gaps in the organisational structure and recommend adjustments to better match priorities.</p> <p>Develop a timeline for implementation.</p> <p>Map the current / recent use of external consultants (project / contract duration / reason / cost) to identify opportunities to recruit or develop in-house, and that there are opportunities for staff to learn new skills. Develop a clear set of principles for using consultants when appropriate.</p> <p>Ensure key staff are skilled in writing scopes of work, procurement and contract management, to ensure value for money and effectiveness.</p>	<b>Dave Welsby</b>	<p><b>Kirsten Burnett</b></p> <p><b>Susan Stewart</b></p> <p><b>HR / L &amp; D team</b></p> <p><b>Service Managers</b></p> <p><b>Trade Unions</b></p>	<p><b>Cllr Dad</b></p> <p><b>Cllr Alexander</b></p>	<ul style="list-style-type: none"> <li>• Timescales in line with / following review of Corporate Strategy</li> <li>• Planned implementation of any changes from September 2025 onwards</li> </ul>

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	<p>Identify training needs (PDRs and conversations with service managers) and design program of interventions to address these. Consider what's needed in planning for (Unitary) reorganisation</p> <p>Explore opportunities for partnerships, especially where there are shared recruitment difficulties.</p> <p>Review Cabinet portfolios and any other governance arrangements to ensure they align with any changes.</p>				
<p><b>Recommendation 5</b> Design a transformation &amp; digital strategy and action plan</p>	<p>Establish an internal team to set out current digital capabilities and transformation initiatives.</p> <p>Review website content and responsibility.</p> <p>Develop a plan addressing short and longer-term digital goals.</p> <p>Identify the necessary resources.</p> <p>Set measurable milestones for implementation.</p> <p>Link to Lancashire Transformation Group</p>	<p><b>Martin Dyson</b></p>	<p><b>Naeem Khan</b> <b>Lee Middlehurst</b> <b>Jane Windle</b></p>	<p><b>Cllr Alexander</b></p>	<ul style="list-style-type: none"> <li>• Establish an internal team (April 2025)</li> <li>• Review website (August / September 2025)</li> <li>• Develop plan addressing goals (Oct 25)</li> <li>• Identify resources (Oct 25)</li> <li>• Set milestones (Oct 25)</li> <li>• Link to Lancashire Transformation Group (Ongoing)</li> </ul>
<p><b>Recommendation 6</b> Develop a strategy for income</p>	<p>Review and benchmark existing income streams across the Council.</p>	<p><b>Martin Dyson</b></p>	<p><b>Jody Spencer-</b></p>	<p><b>Cllr Aziz</b></p>	<ul style="list-style-type: none"> <li>• Review and benchmark existing income</li> </ul>

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generation, including commercial income, fees & charges and council tax.	<p>Identify and consider new revenue opportunities in consultation with stakeholders.</p> <p>Develop a implementation plan for any new or increasing revenue streams.</p>		<p>Anforth Lee Middlehurst Craig Haraben</p>	<p>Cllr Alexandra</p>	<p>streams (June 25)</p> <ul style="list-style-type: none"> <li>Identify revenue opportunities (Sept 25)</li> <li>Develop a implementation plan (Sept 25)</li> </ul>
<p><b>Recommendation 7</b> Review and implement new plans for internal and external communication, aligning it with the new corporate strategy.</p>	<p>Set up a staff group to look at engagement and workforce issues.</p> <p>Consider best internal communications methods to update staff re reorganisation and other key information (including face to face / email / newsletters / Teams / MiCollab)</p> <p>Review external communication framework, tailored to various stakeholder groups, including website content and accessibility.</p> <p>Update branding and messaging to reflect the revised corporate strategy.</p> <p>Establish feedback mechanisms to assess communication effectiveness e.g. a revamped staff survey.</p> <p>Develop a new Equality and Diversity Strategy (current runs to 2025)</p>	<p>Jane Ellis</p>	<p>Kirsten Burnett</p> <p>Susan Stuart</p> <p>Ben Caulfield</p>	<p>Cllr Dad</p> <p>Cllr Alexander</p>	<ul style="list-style-type: none"> <li>Group in place by May 2025</li> <li>Staff survey July 2025</li> <li>Updated branding guidelines to Cabinet by June 2025</li> <li>Revised Equality and Diversity Strategy developed by October 2025</li> </ul>
<p><b>Recommendation 8</b> Create and implement a well understood and effective process for forward planning of Council</p>	<p>Develop a forward planning calendar and protocol with advance notice of Agenda items.</p>	<p>Jane Ellis</p>	<p>Julian Joinson</p>		<p>Now implemented</p>

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decision making which engages Cabinet members and Scrutiny.	<p>Inform relevant staff and members of the new process and look at ways to improve communication and adherence to timescales.</p> <p>Regularly review and refine the planning process.</p>		<p><b>Susan Gardner (Scrutiny)</b></p>		
<p><b>Recommendation 9</b> Promote the Council’s approach to climate change and decarbonisation and play a key role in leading the Borough on this agenda.</p>	<p>Continue taking actions towards pledge to make Council activities Net Zero.</p> <p>Develop a borough-wide climate action plan in consultation with stakeholders.</p> <p>Promote key initiatives through public campaigns and partnerships.</p> <p>Establish / share metrics for measuring and reporting progress on decarbonisation efforts, for example the energy efficiency measures within the new Wilsons’s Sports Village.</p> <p>Enhance standards on new build development through the Local Plan and building regulations.</p> <p>Work with businesses and partners to help them reduce carbon in their business.</p>	<p><b>Dave Welsby</b></p>	<p><b>Anne Hourican</b></p> <p><b>Stuart Sambrook</b></p> <p><b>Susan Gardner</b></p>	<p><b>Cllr Walsh</b></p> <p><b>Cllr Button</b></p> <p><b>Net Zero Working Group</b></p>	<p>Work and timescales to be agreed by and driven through net zero working group</p>
<p><b>Recommendation 10</b> Continue and broaden your</p>	<p>Identify key forums and networks for knowledge sharing.</p>	<p><b>Dave Welsby</b></p>	<p><b>Kirsten Burnett</b></p>	<p><b>Leader</b></p>	<p>Officers and members to consider and discuss further</p>

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<p>engagement with local government and beyond in order to learn from others and offer your experience and learning.</p>	<p>Understand any gaps where Hyndburn could but does not participate in networks – and the reasons why.</p> <p>Document and share insights and best practices within the council.</p> <p>Leader and CEO to discuss attendance at national conferences.</p> <p>Look at experience from other areas who have transitioned to a Unitary authority and work with neighbouring boroughs.</p>		<p><b>Service Managers</b></p>		<p>with working group</p>
<p><b>Other report suggestions</b></p> <p>Formalise the statutory officers' meeting structure</p> <p>Strengthen Audit Committee effectiveness through training and the appointment of independent members.</p> <p>Formalise a management agreement with the Leisure Trust.</p> <p>Address slippage in the capital program through better forecasting and project management.</p> <p>Medium-term financial planning to mitigate projected funding gaps</p>	<p>In progress</p> <p>Will be covered in finance reports</p>				<p>Working group to consider further</p>

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<p>for 2025/26 and 2026/27.</p> <p>Consider language barriers and accessibility of committee documents for all members.</p> <p>Establish protocols for S106 funding and revisit the feasibility of CIL.</p> <p>Upgrade the council's website to improve user experience and accessibility.</p> <p>Transition to quarterly performance reporting for better oversight and responsiveness.</p>	<p>Will be covered in finance reports</p> <p>Consider with E &amp; D strategy</p> <p>Policy team looking at this – what's useful</p>				

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