



LGA Peer Review Revisit September 2021

Action Plan

	Recommendation	Proposed Action	Lead Officer & Cabinet Member	Timescales
1	<p>Develop the Inclusive Growth Strategy as planned in 2021/22. Ensure that this strategy takes an ‘all ages’ approach to skills and employment support, and is co-produced with the various public, private and community stakeholders across St Helens (including health).</p>	<ul style="list-style-type: none"> To develop shared economic evidence base. For the evidence base to inform the co-production, with partners, of an Inclusive Growth Strategy, including a particular focus on skills and employment support. For the Inclusive Growth Strategy to be accompanied by a Partnership Implementation Plan. For the Partnership Implementation plan to be monitored by the Place Board. 	Executive Director - Place Services & Cabinet Member for Education, Skills and Business	March 2022
2	<p>More closely align the membership of the place-based partnerships with the key private sector partners now operating in St Helens. This can help ensure those partners are well engaged across the local growth and skills strategy.</p>	<ul style="list-style-type: none"> The activation of the Place Board and its supporting governance structure. The development of the Ambassadors programme and business forums to further engage Private sector partners. The development of a Key Account system to engage with key private sector Partners operating in St Helens 	Executive Director - Place Services & Cabinet Member for Education, Skills and Business	Dec 2021 – March 2022
3	<p>Look to find ways in which the Council can ‘forward fund’ the growth plans for St Helens, bearing in mind implications this may have for the revenue budget. Doing so can help ensure delivery against the economic ambitions has increased resilience.</p>	<ul style="list-style-type: none"> Continuing development and alignment of Capital Strategy and Investment Plans with resource provision within the Medium-Term Financial Strategy (MTFS). (The current MTFS contains provision for feasibility studies and future capital investment servicing costs to support the strategic pipeline schemes approved by Council). 	Executive Director - Corporate Services & Cabinet Member for Finance & Governance	March 2022

		<ul style="list-style-type: none"> • Explore and maximise opportunities available through the LCRCA, ECF and other strategic partnerships to work pro-actively with the private sector to deliver significant future growth in St Helens borough. • Consider how resources may be maximised to generate investment in the area and to determine an affordable and sustainable funding policy framework, whilst minimising the ongoing revenue implications of any such investment. • Strategic consideration of Growth Reserve and Land & Property Acquisition Fund resource to leverage additional funding and support the delivery of developments which would enhance the economic growth of the Borough. 		
4	<p>Ensure members, officers and partners are clear on what the localities model will mean for them at each stage of development, this is key to a strong foundation for this work. Ensuring that an appropriate ward member role remains a feature of this model throughout will also give the work on localities a much greater chance of sustained success.</p>	<ul style="list-style-type: none"> • Localities Programme to be developed with clear phases identified • Programme to develop an Advisory / Executive Board and report to the Transformation Board. • Develop Communication Plan for internal and external stakeholders • Ensure member training on localities and members role within the development, implementation, and ongoing review of the model • Agree Elected member engagement at Locality level in development and progress. • Design organisational development workshops at all levels of the organisation • Localities agenda to be integral to service reviews in Environment, Libraries and Early Years Provision. • Consideration of an early adopter model in an area of greatest need. 	Executive Director- Place Services & Cabinet Member for Reset and Recovery	Dec 2021 – Dec 2022
5	<p>Review the approach to operational HR to ensure services receive the level of support they require to deliver on the improvement and transformation needs of the Council.</p>	<ul style="list-style-type: none"> • Operational HR is currently being reviewed aligned to Phase 3 of the Organisational Reshaping programme. There is significant interdependency to the full implementation of the digital HR solution provided by Zellis 	Assistant Chief Executive &	Dec 2021 – May 2022

		<ul style="list-style-type: none"> The Business Partner Model will be prioritised as the key enabler to support services and the improvement and transformation needs of the Council. This will be supported by the revision of the wider Organisational Change Policy. 	Cabinet Member for Finance & Governance	
6	<p>Consider how property services can also adapt ways of working to take more of a business partner approach, which is more closely aligned to helping the Council realise the corporate priorities</p>	<ul style="list-style-type: none"> Property Service Transformation Programme to be developed as part of Phase 3 of the Organisational Reshaping programme and to include: <ul style="list-style-type: none"> Staff engagement Process mapping Strategic Asset Plan Adoption of Business Partner approach Identification of key transformational change projects 	Executive Director - Place Services & Cabinet Member for Reset and Recovery	Dec 2021 – May 2022
7	<p>Continuing to refine the longer list of priorities that sit beneath the established six corporate priorities on an ongoing basis will help the Council to sustain momentum over the long term. This will also mean streamlining and refreshing the list of performance measures used on an ongoing, routine basis.</p>	<ul style="list-style-type: none"> Schedule a Policy Cabinet development session to review progress and refine sub-set of objectives under the six priorities and clarify delivery of medium/longer term. Continue to embed and review the outcome-based performance management framework, whilst also ensuring the culture of performance management continues to develop via political and officer ownership and accountability through Cabinet, the role of Scrutiny and officer performance clinics. 	Assistant Chief Executive & Cabinet Member for Reset & Recovery	December 2021 Review – March 2022