

Appendix 1 – Action Plan of Recommendations

Recommendation	Response	Action	Timescale
<p>R1: Adopt a more outward facing system wide approach</p> <p>EHDC works well in its District. It is now well placed to start exerting its influence and take more of a place shaping leadership role at the next level with system partners in Hampshire and the wider region.</p>	<p>There are a number of areas where EHDC takes a more outward facing role, examples of which are:</p> <ul style="list-style-type: none"> • Historically with Whitehill and Bordon on the Green Loop – this nationally has gained interest on best practice • Number of Hampshire wide officer working groups attended. These groups include Hampshire District Wellbeing officer group, Health and Wellbeing Partnership, Hampshire Place Assembly, Hampshire CVS forum, Hampshire Physical activity forum, Climate Change Officers Group, Hampshire Green print, Hampshire Strategic Officers (Regen) and Hampshire Economic Development Officers Group • Being engaged with the wider network through SOLACE and other networking mechanisms on wider matters. We have an Executive Director that chairs SOLACE. <p>The Executive team is actively involved in Devolution and LGR discussions, which will shape the future of Hampshire and the wider region. This is to ensure that East Hampshire is positioned to benefit from devolution arrangements and the future unitary council structure.</p>	<ol style="list-style-type: none"> 1. Work with the relevant external partners to create joint action plans in pursuit of strategic objectives as specified in the Council Strategy. 2. Accelerate the work on the Asset Based Community Development (ABCD) programme to prototype the approach with identified Town and Parish Councils. 3. Develop a methodology for town and parish ‘agreements’ based on best practice to enable devolution to Town and Parish Councils. 4. Continue to work with other local authorities through the LGR/Devolution discussions to make a fit for purpose proposal that is going to benefit the district and wider Hampshire economically and sustainably. 5. Embed the gathering of spatial data that show the differing conditions present in different parts of the District. 	<p>Q1 2025/26</p>
<p>R2: Financial Planning and Monitoring</p>		<ol style="list-style-type: none"> 1. (i) Review to be undertaken by the CFO and Portfolio Holder 	<ol style="list-style-type: none"> 1. September 2025

Appendix 1 – Action Plan of Recommendations

<p>(i) The council should consider a more explicit and therefore transparent identification and presentation of the in-year and cumulative budget deficits in the MTFS.</p> <p>(ii) The Cabinet should be provided with budget monitoring reports more frequently than currently to be able to take timely and decisive decisions.</p> <p>(iii) Given the risk of lower than average reserves, while also having an investment portfolio which comes with a level of risk, the council should consider setting a policy of minimum general fund reserves with the advice of the S.151 Officer</p> <p>(iv) Having decoupled from Havant Borough Council and undergone significant organisational change, The Council should update its</p>	<p>(i) Although the current MTFS does show the future gaps, the document presentation will be reviewed with the CFO and Portfolio Holder to consider if improvements can be made in the future.</p> <p>(ii) Financial monitoring reports are reported on a monthly basis to the Leader and Portfolio Holder, as well as Strategy Board. Consideration will be given on how this is presented to Cabinet. Formal Cabinet receive the performance, risk and finance updates quarterly.</p> <p>(iii) Adequacy of reserves is reported annually in line with legislation and part of the budget setting process. Our General Fund reserve has remained fairly static over the last 5 years at c25% of our net revenue budget which is a sufficient level. Earmarked Reserves are monitored to ensure any exposure from our Capital Programme or the Investment Portfolio is covered.</p> <p>(iv) Finance and Legal teams are working on an update of the Financial Procedure Rules and Contract Standing Orders, to be taken through the Standards Committee and Full Council for adoption in 2025/26.</p>	<ol style="list-style-type: none"> 2. (ii) Discussion with Portfolio Holder and Leader on how best to report to Cabinet going forward. 3. (iii) Consideration from the CFO to be given on this point. 4. (iiii) Finance and Legal teams to ensure this is completed for adoption in 2025/26. 	<ol style="list-style-type: none"> 2. May 2025 3. September 2025 4. December 2025
---	--	---	--

Appendix 1 – Action Plan of Recommendations

<p>Financial Standing Orders and Regulations and the Contract Standing Orders and Regulations to reflect the new structure in respect of delegations and spending authority to ensure a robust system of internal controls and checks and therefore good governance.</p>			
<p>R3: East Hampshire Manager Programme The programme is needed to drive forward with the next stages of transformation and improve the skills of managers to manage performance and address inconsistencies in the way workforce policies are applied and supported. The programme is in planning but must be delivered at a faster pace, with involvement of staff in the development process.</p>	<p>This initiative is part of SEHF2, proposals for the East Hampshire Manager and Employee programme are being developed for agreement at Strategy Board for future implementation. It is recognised that this is key to support staff during the next few years with Local Government Reorganisation and upskilling.</p>	<p>1. We are redoubling our efforts to drive this forward. We have consolidated a number of smaller scale projects into a coherent programme for the transformation of internal services. We have also expanded the scope to create the “East Hants Manager and Employee” programme and as a first step, we are procuring a performance improvement system, finalising scorecards and training managers for a system go live in the next three months.</p>	<p>1. June 2025</p>

Appendix 1 – Action Plan of Recommendations

<p>R4: Third Tier Service Leads Third tier managers are a dedicated and talented group with huge potential in the organisation. They need to be empowered to meet together to address cross cutting issues and have a strong voice upward to senior managers.</p>	<p>It is recognised by the authority that this is key to our success and our third tier managers. Senior Leadership Team are investing the time to support this – which will further support these managers once we move further into the development of Local Government Reorganisation</p>	<ol style="list-style-type: none"> 1. We have Initiated discussion and work with the Service Leads, and have facilitated the first two meetings. 2. We will co-design the Terms of reference (ToR) to be developed, membership to be agreed and ongoing agendas. 3. We will develop a rolling work programme with inputs from beyond the Council develop this group and enable more involvement and a better contribution from this group. 4. Reporting to SB to take place quarterly 	<ol style="list-style-type: none"> 1. Complete 2. April 2025 3. April 2025 4. Ongoing
<p>R5: Shaping East Hampshire's Future The Shaping East Hampshire Future Transformation highlight report is overly complicated. It needs to be simplified and reprioritised within the new directorate structure.</p>	<p>This has been recognised by the authority and work is underway currently to ensure the report is reviewed from its current format, including the closing of projects that are now part of standard business as usual work within the services and redesign with the new directorate structure.</p>	<ol style="list-style-type: none"> 1. We are taking steps to close down projects that have been completed and now absorbed as part of standard business as usual within services. 2. We are working through the work required to continue the councils journey, improve services and reduce costs for residents. 3. Once the approach is finalised we will have a much simplified highlight report (following the close down of reports and alignment with new directorate structures) to be completed and shared with Strategy Board and members for standard quarterly reporting. 	<ol style="list-style-type: none"> 1. May 2025 2. May 2025
<p>R6: Staff Surveys Consider introducing regular staff pulse surveys to supplement the larger staff survey that are run. They can be done more</p>	<p>Quarterly surveys have been designed with core indicator questions and topic specific questions. The first topic for the pulse survey will ask staff about Local Government Reorganisation.</p>	<ol style="list-style-type: none"> 1. Promote continuous feedback on current issues through managers and Executive Directors 2. Calendar of surveys to be developed with standard questions and topic questions of presenting issues to feed into quarterly reporting. 	<ol style="list-style-type: none"> 1. November 2025 2. Ongoing 3. April 2025 4. June 2025

Appendix 1 – Action Plan of Recommendations

<p>frequently during transformation to understand how staff are feeling and enable the council to be more agile and react to issues more quickly.</p>		<ol style="list-style-type: none"> 3. First survey to take place in April 2025, to focus on Local Government Reorganisation. 4. Our performance improvement system will enable continuous feedback from staff in relation to their workloads and developmental needs. 	
<p>R7: Member support and development Continue to shape a Member development programme to include councillor roles, scrutiny skills, work planning, and a buddying system. Work with the group leaders to increase engagement with training. Consider how Members want to be communicated with and how their enquiries can be dealt with in a more timely way.</p>	<p>EHDC are currently seeking reaccreditation for our training programme supported by the Councillor Development Panel, which has recently refreshed the Councillor Development Strategy. This is due to be considered by Full Council in April 2025. This will help to inform a councillor development programme, which will be member-led and monitored by the cross party panel. Member enquiries will be considered by an analysis of where there are concerns and identify the most effective way forward, to comply with the appropriate processes.</p> <p>Democratic Services officers will be working with the Panel and Group Leaders to ensure active engagement with the development programme.</p>	<ol style="list-style-type: none"> 1. Implementation of the new Councillor Development Strategy that was agreed by the Standards Committee, which was supported by a training needs analysis and was member led. 2. Engage with members on communication requirements 	<ol style="list-style-type: none"> 1. May 2025 2. June 2025
<p>R8: ICT Promote better understanding and use of the current capabilities of ICT systems and engage staff and councillors in developing proposals to harness digital (AI)</p>	<p>We recognise that there is a need to share further information at local level, which a plan will be developed in relation to. Further opportunities including AI are being explored but need to be considered in the context of Local Government Reorganisation.</p>	<ol style="list-style-type: none"> 1. Further training to be rolled out to staff and councillors to ensure understanding of current capabilities of systems. 2. As part of the East Hants Manager and Employee programme staff will be trained and assessed as competent to operate the councils IT systems. 	<p>August 2025</p>

Appendix 1 – Action Plan of Recommendations

opportunities.			
<p>R9: Whitehill and Bordon Regeneration Consider the best approach to engage key stakeholders to refresh the vision for Whitehill and Bordon and establish clearly understood mechanisms for communication with the community and stakeholders. Clarify the roles of different councillors involved in the regeneration of the area and interrelationships with officers.</p>	<p>This is covered within the existing Regeneration & Economy Strategy and will be covered in the emerging Community Development Strategy for the district as a whole. The Community Development Strategy seeks to build capacity in Town and Parish Councils so they are able to develop and action plans for their locality, this will include mapping local assets and identifying assets they need to achieve their vision. This approach will ensure we have comprehensive coverage of forward planning across the district, ensuring that communication with the community and stakeholders is facilitated at the local level. This is referenced in the Council Strategy under Asset Based Community Development</p>	<ol style="list-style-type: none"> 1. Continue to deliver as part of the wider Council Strategy and current strategies that are in place, which focus on the wider district. 	<p>Ongoing</p>
<p>R10: Overview and Scrutiny Review how best to use the O&S committee’s time and work programme Agendas need to be lighter and reports more concise so that members have time to read them more productively.</p>	<p>External and internal training has been delivered to the Overview and Scrutiny Committee, including a recent mock committee meeting to develop committee members’ questioning skills. Officers are working with the committee to develop the work programme and there have been two recent task and finish groups looking at fly tipping and the consultation response for Local Government Reorganisation, Continuing development will be incorporated into recommendation R7 (above).</p>	<ol style="list-style-type: none"> 1. Delivery of training both internally and externally for members of the Overview and Scrutiny Committee. 2. Officers to continue to work with the O&S Chairman to develop a focused work programme. 3. O&S Chairman to attend the South East Employers (SEE) established “Member and Officer Scrutiny Network” to share best practice. 	<ol style="list-style-type: none"> 1. Complete 2. June 2025 3. September 2025

Appendix 1 – Action Plan of Recommendations

	<p>Democratic Services have refreshed the report writing and decision-making bitesize training sessions for managers and will be working with the East Hampshire Manager and Employee project team to ensure a consistent approach to report writing for committee.</p>		
--	---	--	--