

# STRATEGIC REVIEW –ACTION PLAN as at 12 October 2017

Strategic Vision and Priorities	<b>Aim 1</b>	<b>An ambitious strategic agenda for Waverley</b>							
		<ul style="list-style-type: none"> <li>An ambitious, strategic and outwardly focused agenda for Waverley</li> <li>Stewardship of natural assets</li> <li>Clear and specific targets</li> <li>Pace and stretch in delivering our objectives</li> <li>Recognition of and respect for the unique character of each of the main towns and villages.</li> </ul>							
	<b>Ref</b>	<b>Action</b>	<b>Deadline</b>	<b>Lead Member</b>	<b>Lead Officer</b>	<b>Responsible Officer(s)</b>	<b>Comments</b>	<b>Outcome</b>	<b>RAG</b>
	1.1	Hold place-shaping member/officer workshops to develop Waverley's approach to place-shaping and to develop priorities and detailed outcomes for next 4 years.	March 2017	Cllr Potts	Tom Horwood	Robin Taylor/ Louise Norie	LGA 'Top Team Development Programme' commenced 1 August with the Executive and a second workshop was held in September for Executive and Directors. This second workshop focused on the Council's vision and strategic direction. Draft proposals to come back to Executive in October and then to be discussed at two workshops with Overview & Scrutiny members.	Strategic Priorities clarified and Corporate Plan refreshed.	
	1.2	Directors and Executive Members to explore future strategic issues and opportunities for the Council.	March 2017	Cllr Potts	Tom Horwood		As above.	Council has strong strategic focus and makes best use of opportunities presented at both local and national level.	
	<b>Aim 2</b>	<b>Shaping the future of Waverley as a great place to live and work</b>							
		<ul style="list-style-type: none"> <li>A proactive and co-ordinated approach to shaping Waverley for those who live, work and visit here</li> <li>A clear sense of direction in terms of economic development, planning, community wellbeing and local identity</li> <li>Maximising the wider benefits and infrastructure opportunities of major developments in the borough.</li> </ul>							
	2.1	Create a new Place Shaping Board to bring an integrated approach to the Council's priorities and key documents, including: the Corporate Plan; Local Plan; Housing and the Environment; major projects; Economic Development; and planning.	March 2017	All Executive Members	Tom Horwood	Damian Roberts/Elizabeth Sims/Robin Taylor/Louise Norie	There is synergy with Neighbourhood Plan and Local Plan Part 2 work, which is well advanced. To avoid overlap, the processes need to be aligned. Initial 'Place Shaping' discussions have taken place at Executive Briefing and with Heads of Service team. Other options to explore 'place shaping' are being investigated.		
	2.2	Deliver the planned Joint Enforcement initiative for Waverley to ensure our residents benefit from coordinated enforcement activities and a more joined up and a visible approach within the community.	April 2017	Cllr Deanus	Damian Roberts	Richard Homewood	Staff and external consultation has taken place and training complete.	Quicker resolution of enforcement issues.	
	2.3	Commission a series of master plans in collaboration with relevant Town and Parish Councils, Local Chambers of Commerce, and in consultation with other local stakeholders, following the completion of each Neighbourhood Plan.	From 2017/18	Cllr Adams	Damian Roberts	Elizabeth Sims	This work will largely fall out of Neighbourhood Plans and/or Local Plan Part 2. These Plans will identify sites, including Town Centre Sites, where regeneration and/or comprehensive redevelopment is		

Strategic Vision and Priorities							appropriate in collaboration with the local communities and Town and Parish Councils. To be commenced after Neighbourhood Plan completion. Discussions have taken place on Place Shaping ideas with relevant PFHs and a presentation of these ideas to Executive Briefing. Cllr Chris Storey has joined the Executive with responsibility for Place Shaping.			
	<b>Aim 3</b>	<b>A comprehensive Corporate Plan with a specific action plan for delivery</b>								
		<ul style="list-style-type: none"> <li>• A corporate plan that reflects the strategic ambitions of the organisation</li> <li>• An action plan for delivering corporate objectives that is specific, measurable, achievable, realistic and timely ('SMART')</li> </ul>								
	<b>3.1</b>	At Member/officer workshops (cf 1.1) agree the appropriate focus on: <ul style="list-style-type: none"> <li>• place-shaping</li> <li>• economic development</li> </ul> and devise a SMART action plan for delivering corporate plan objectives.	Draft – March 2017	Cllr Potts	Tom Horwood	Robin Taylor/Louise Norie	Following a second workshop focused on corporate vision and strategic priorities held in September involving the Executive and Directors, a draft document is being prepared for the Executive in October.			
Strategic Vision and Priorities	<b>Aim 4</b>	<b>A new 4 year Medium Term Financial Strategy</b>								
		<ul style="list-style-type: none"> <li>• A financial strategy that is less focused on the annual process and reflects a changed funding context including business rates and new homes bonus, and Council Tax income from a growing base</li> <li>• Utilisation of current and new income streams such as fees and charges and property investments.</li> <li>• Provision of funds available to invest alongside delivery of core services.</li> </ul>								
	<b>4.1</b>	Prepare a new 4 year Medium Term Financial Strategy (MTFS) to reflect the new priorities and actions in the Corporate Plan.	April 2017 onwards with Spring Budget Review feeding into July 2017 Council.	Cllr Hall	Graeme Clark	Graeme Clark	Reviewed other local authorities' MTFS who are considered to be leading exponents in this field and considered Cratus' comments on Waverley's MTFS – incorporating improvements in document.  Budget review report and update on MTFS went to June meeting of VFM and Customer Service O&S, Executive on 11 July and Council.			
	<b>4.2</b>	Develop a new programme of cross-cutting efficiency proposals for Waverley	April 2017 onwards	Cllr Hall	Graeme Clark	Graeme Clark	Build on efficiency plan approved by Members in 2016 to support the 4-year grant lock-in, add: <ul style="list-style-type: none"> <li>• detailed projects and proposals</li> <li>• quantify cost savings targets</li> <li>• develop a longer term approach</li> </ul> Executive on 11 July agreed to set up a cross-cutting efficiency group to develop a programme of efficiency reviews. (Foresight)			
Strategic Vision	<b>4.3</b>	Prepare a spring budget review to fundamentally review the Council's budget for 2018/19 and beyond.	May/June 2017	Cllr Hall	Graeme Clark	Peter Vickers	Work with Heads of Service in April/May to: <ul style="list-style-type: none"> <li>• Re-examine budgets in the light of revised corporate plan</li> <li>• Review income budgets in light of 16/17 actuals</li> <li>• Review basis of central support costs, including to HRA</li> <li>• Consider 16/17 outturn on revenue</li> </ul>			

and Priorities							and capital to see if 17/18 budget needs adjusting Budget review report went to 11 July Executive with a number of recommendations on Capital Scheme process, Investment Fund, HRA capital projects and budget awareness sessions for Councillors.			
	<b>Aim 5</b>	<b>A new Economic Development Strategy that promotes Waverley's future economic prosperity</b>								
		<ul style="list-style-type: none"> <li>• A strategy for promoting and shaping economic development that works for Waverley</li> <li>• A framework for supporting existing businesses, promoting future economic growth, developing an appropriate visitor economy and developing Waverley as an economically prosperous place</li> <li>• Focusing on town and village centres and the right mix of retail and other businesses.</li> <li>• Identification of skills needed in the local workforce.</li> <li>• Identification of impact on housing need in the borough.</li> </ul>								
	<b>5.1</b>	Develop an updated analysis of key economic drivers and re-cast the strategy to be more ambitious and growth orientated. <ul style="list-style-type: none"> <li>• Prepare brief and appoint consultants</li> </ul>	May 2017	Cllr Bolton	Damian Roberts		Core data sets updated by Atkins. Stakeholder discussions have taken place including meeting with Chambers of Commerce. Meetings held with Leader and Portfolio Holder to identify strategic themes. Work on draft version of Economic Strategy is pending revision of Corporate Strategy.			
	<b>Aim 6</b>	<b>Strengthening and growing the Council's partnerships with others for the benefit of Waverley's residents</b>								
		<ul style="list-style-type: none"> <li>• A fresh approach to partnership working – more productive, more proactive, more positive</li> <li>• A Partnership Engagement Plan that sets out the Council's ambitions for partnership working and how this will be achieved.</li> </ul>								
	<b>6.1</b>	Map our current partnership arrangements	April 2017	All Executive Members	All Directors		Initial mapping completed.			
	<b>6.2</b>	Develop a partnership engagement plan to structure and plan our joint working relationships with: <ul style="list-style-type: none"> <li>• Other Councils</li> <li>• Business community</li> <li>• Schools and Universities</li> <li>• Police</li> <li>• Housing providers</li> <li>• Health and Social Care organisations</li> <li>• Job Centre Plus/DWP</li> <li>• voluntary organisations</li> <li>• Local Enterprise Partnerships</li> </ul>	April 2017	All Executive Members	All Directors		Engagement plan will follow and build on the initial mapping exercise. Duty to Cooperate in Planning Service area already working well. Dedicated SCC partnership resource has been halved and focus is now solely on Local Committee.			
	<b>Aim 7</b>	<b>Consider, define and articulate Waverley's strategic position as a place and as a local public service provider</b>								
	Identify, where Waverley sees its future and what unique contribution it has to make in the context of structural and functional changes across local government.									
<b>7.1</b>	Leader and Executive members to ensure Waverley and the interests of our residents are represented in all relevant partnerships.	Ongoing	All Executive Members	All Directors		Heads of Service to discuss and receive feedback from Portfolio Holders on opportunities for representation at relevant partnerships. Successful Joint Leaders Board meeting for Enterprise M3 LEP – 16 councils met at Farnham Castle – with focus on Waverley as an attractive place for business.				

More effective Member/ Officer working	<b>Aim 8</b>	<b>Dedicated support for member case work</b>						
		<ul style="list-style-type: none"> <li>Dedicated officer support on member casework</li> <li>A single point of contact for all Members to receive a timely response to case work enquiries.</li> <li>Appropriate and consistently applied officer response times to Members.</li> </ul>						
	<b>8.1</b>	Provide a single point of contact for all member enquiries <ul style="list-style-type: none"> <li>Establish a working protocol for the management of all member enquiries with agreed response times.</li> <li>Use new Complaints and Enquiries system to log all Member enquiries via the system administrators</li> <li>Sue Petzold to ensure awareness by all managers</li> <li>HOS to cascade to teams</li> </ul>	April 2017 February 2017	Cllr Potts and Cllr Martin	Paul Wenham		Agreed to use of Complaint, Enquiries and Compliments System to be used for logging and monitoring Member enquiries. Response time for Members will be 5 working days. System in place and performance measured from 1 April. COMPLETE	All Member enquiries responded to within agreed timescales and system monitored.
	<b>Aim 9</b>	<b>A positive and effective working relationship between members and officers.</b>						
		<ul style="list-style-type: none"> <li>Executive Members and Directors / Heads of Service develop a culture of joint leadership.</li> <li>Developing a greater understanding between officers and members for their respective roles and responsibilities.</li> </ul>						
	<b>9.1</b>	Arrange joint officer / member workshops to identify what works well, what can be improved and sharing of values and expectations.	May 2017	Group Leaders	Paul Wenham/ Robin Taylor		Workshop on 16 May was attended by members of the Executive, Chairs and Vice Chairs of Planning Committees and Local Plan SIG Members and senior planning officers. COMPLETE	
	<b>9.2</b>	Mentoring or coaching for members and officers. <ul style="list-style-type: none"> <li>Undertake facilitated sessions with Planning Officers and Members</li> </ul>	February/ March 2017	Cllr Adams	Elizabeth Sims		Ransford Stewart engaged and facilitation workshops have taken place. COMPLETE	
	<b>9.3</b>	Organise away days for senior managers and Executive Members to facilitate effective joint leadership and relationship building.	June / October 2017	All Executive members	All Directors	Robin Taylor	The LGA facilitated Top Team Development workshops included a successful joint session with the Executive and Management Board. Options for further events to be explored.	
	<b>9.4</b>	Identify, agree and implement a Member/ Officer training programme.	March onwards	Cllr Potts	Tom Horwood	Emma McQuillan	Currently progressing a training needs analysis which will inform the future training programme. Scrutiny and affordable housing training has taken place.	
	<b>Aim 10</b>	<b>Improved accommodation and facilities for elected members</b>						
	<ul style="list-style-type: none"> <li>Appropriate Leader and Members' accommodation and facilities including separate room for Opposition Members.</li> <li>Improved IT support and facilities, including within the members' room.</li> </ul>							
<b>10.1</b>	Establish informal officer / member working group to review member accommodation, facilities and IT support and make proposals for change.	February 2017	Members to be nominated.	Officers to be nominated.	David Allum	Meeting with Deputy Leader identified IT requirements. Printing issues investigated and no further problems have been identified. Member accommodation arrangements agreed with Leader. COMPLETE		

More efficient day to day working practices	<b>Aim 11</b>	<b>Deliver the scrutiny change programme</b>						
		<ul style="list-style-type: none"> <li>Dedicated officer support</li> <li>New constitutional arrangements</li> <li>Scrutiny training programme</li> <li>A positive and proactive approach to scrutiny</li> </ul>						
	11.1	Appoint Scrutiny Policy Officer	February 2017, subject to usual pre-employment checks.	Executive Members, O&S Chairs	Paul Wenham	Robin Taylor	Scrutiny Officer started 6 March 2017. COMPLETE	Support for all O&S Committees including formulating forward programme and undertaking reviews.
	11.2	Implement new Constitutional Arrangements as recommended by the Executive at the January meeting.	From April 2017, subject to Council approval.	Executive Members, O&S Chairs	All Directors	Robin Taylor/Emma McQuillan	New Constitution and Scheme of Delegation agreed by Full Council. COMPLETE	
	11.3	Implement scrutiny training programme	February and March 2017 (booked)	All Members	Paul Wenham	Robin Taylor/Emma McQuillan	Training undertaken by SE Employers in February and March. COMPLETE	All Members fully conversant with new scrutiny arrangements.
	<b>Aim 12</b>	<b>Raise the profile of organisational leadership with staff</b>						
		<ul style="list-style-type: none"> <li>Share the findings of the Strategic Review with staff at all levels (complete)</li> <li>Better understanding by staff at all levels of the role of members and their priorities</li> </ul>						
	12.1	Schedule a series of meetings for staff and managers to meet with the Leader and Executive Director to discuss the findings of the Strategic Review.	February	Cllr Potts	Paul Wenham		8 x 1 hour staff sessions and 1 x 2 hour management briefing. COMPLETE	
	12.2	Develop an ongoing programme of internal opportunities for the Leader and Executive Director to jointly deliver messages and engage with staff, including: <ul style="list-style-type: none"> <li>Induction</li> <li>Staff conferences</li> <li>Staff briefings</li> <li>Staff awards</li> </ul>	Induction sessions – 7 March, 13 June, 19 September, 5 December. Other dates TBC	Cllr Potts	Tom Horwood		Induction sessions booked and in diaries. First induction took place on 7 March. Staff Conference (4 September) and Awards event (9 November) being organised by new STAR Team.	Clear understanding of role of political leadership.
	<b>Aim 13</b>	<b>Improving communications with Members in respect of projects, issues and incidents</b>						
		<ul style="list-style-type: none"> <li>Ensuring a 'no surprises' approach</li> <li>Ensuring portfolio holders and local ward members are kept updated on key issues affecting their portfolio/ward</li> </ul>						
	13.1	Meetings and 1-1s with portfolio holders to encourage proactive communication on key issues.	From February 2017.	Cllr Martin	All Directors	Heads of Service	1-1s are taking place.	PFHs are fully aware of and are up-to-date with current issues.
	<b>Aim 14</b>	<b>Review and update the Council's Constitution and Scheme of Delegation to speed up decision making.</b>						
	Scheme of delegation and constitution <ul style="list-style-type: none"> <li>Are shorter, simpler, easier to understand</li> <li>Facilitate quicker decision-making</li> <li>More easily accommodate future national legislative and local policy changes without always necessitating the addition of further specific points</li> <li>At least increase and do not at all decrease the quality, integrity, accountability and transparency of the council's democratic processes.</li> <li>Are endorsed by both officers and members.</li> </ul>							
14.1	Streamline decision-making in the immediate term by increasing financial thresholds for decision-making and enabling day-to-day staffing establishment changes without Council approval.	April 2017	Cllr Potts	Tom Horwood		February 2017 Council agreed new financial thresholds and process for staffing establishment changes within budget. Council agreed amendments to constitution for Planning Enforcement on April 25.	Decisions are made in a timely manner.	

						COMPLETE		
14.2	Review Waverley's constitution and scheme of delegation against best practice examples and make recommendations for simplification and improvement.	April 2017	Cllr Potts	Paul Wenham	Robin Taylor/ Emma McQuillan/ Dan Bainbridge	New scheme of delegation agreed by Council on 25 April and changes to the constitution regarding Overview and Scrutiny. COMPLETE		
14.3	Analyse options for individual Executive Member delegations	April 2017	Cllr Potts	Paul Wenham	Robin Taylor/ Emma McQuillan/ Dan Bainbridge	The Constitution SIG discussed the possibility of this, however, agreed not to take forward proposals at this point. COMPLETE		
<b>Aim 15</b>	<b>Strategic focus from Directors.</b>							
	<ul style="list-style-type: none"> <li>• Quicker decision making, particularly in respect of recruitment.</li> <li>• Leadership of a programme of cultural change and improvement</li> <li>• Provide Heads of Service and senior managers with greater management autonomy.</li> </ul>							
15.1	Senior Management Team to lead a programme of cultural change and improvement within the organisation, to refocus their own efforts primarily on strategic rather than operational matters and to delegate more to facilitate this new approach.	February 2017.	Cllr Potts	All Directors		Management Board agendas now have strategic focus. Managers Group meetings being used for cultural change and improvement activities. Management Board reviewing and preparing new strategies in the areas of Economic Development, Place Making and Investment.		
15.2	Greater degree of professional networking and external focus by Directors.		Cllr Potts	All Directors		Directors and Leader have met with Chichester, East Hants, Havant and partner organisations. Executive Director attending LEP meetings.		
15.3	Corporate Management Team to be renamed and relaunched as Management Board.	February 2017	Cllr Potts	All Directors		COMPLETE		
<b>Aim 16</b>	<b>Undertake a fundamental and comprehensive review of Waverley's Planning Service, to ensure it is fit for the future and responsive to changing strategic challenges and increasing customer needs and expectations.</b>							
	A planning service that <ul style="list-style-type: none"> <li>• Shapes Waverley as a place</li> <li>• Is customer-focused</li> <li>• Has the capacity to deal with major site applications</li> <li>• Is resilient and able to cope with unprecedented levels of demand</li> <li>• Is able to progress the Local Plan and Neighbourhood Plans.</li> <li>• Balances housing need and economic development priorities with concerns about quality of life, the environment and respect for the unique character of a local area</li> <li>• Delivers measurable results for the borough.</li> </ul>							
16.1	<p>Arrange facilitated discussions to explore key pressures and issues facing the planning service.</p> <p>Undertake a fundamental and comprehensive review the Planning Service and develop proposals for change.</p> <p>Develop and embed a support and improvement plan for the Planning Service.</p>	Review to commence in February 2017.	Cllr Potts Cllr Adams	Graeme Clark	Elizabeth Sims	Ransford Stewart engaged. Key focus has been on customer satisfaction and working with key stakeholders. Customer survey has been completed and workshops held with staff on 12 April. Member/Officer workshop took place on 18 May. Action plan has been produced identifying areas for improvement.		
<b>Aim 17</b>	<b>Undertake a fundamental and comprehensive review of Waverley's HR functions to ensure there is clear ownership and accountability for HR matters and that measurable results are delivered.</b>							
	<ul style="list-style-type: none"> <li>• HR structures and processes that are proportionate, rational and ready to meet the organisation's present and future needs strategic and operational needs.</li> <li>• An improvement plan to meet challenges, bridge service gaps and tackle areas of inconsistency and underperformance.</li> </ul>							

17.1	Undertake a fundamental and comprehensive review of the Council's HR functions (currently split between three separate services).	Review to commence in February 2017 with the aim of implementing an agreed solution by May 2017	Cllr Potts	Tom Horwood	Peter Vickers	Initial briefing to Portfolio Holder 7/3/2017. Report to Heads of Service identifying the streamlining of business functions. Report on HR Improvement Plan considered at Executive Briefing on 11 April. Portfolio Holder to agree date for consideration of latest draft.		
17.2	Develop proposals for staffing structures and processes that meet the Council's present and future strategic and operational needs.		Cllr Potts	Tom Horwood	Wendy Gane	See above		
17.3	Develop an improvement plan to take the Council's HR functions forward positively and effectively.		Cllr Potts	Tom Horwood		See above		
<b>Aim 18</b>	<b>Provide excellent customer service</b>							
	<ul style="list-style-type: none"> <li>Head of Customer and Corporate Services and the officer Foresight Group to continue the review and evaluate/progress the change options as agreed by the Executive on 10 January.</li> </ul>							
18.1	<ul style="list-style-type: none"> <li>Revise the performance management system to ensure decision makers have a holistic, evidenced diagnosis of how a service is performing.</li> <li>Channel shift to encourage customers to make contact in alternative ways</li> <li>Assess options re customer point of contact</li> <li>Assess options re dedicated customer services staff</li> <li>Assess options re the Council's local presence in the community</li> <li>Assess options re customer contact management systems</li> <li>Review strategies, policies and service standards</li> <li>Identify and review operational processes which will drive service improvement</li> <li>Assess options to facilitate a drive of cultural change (including a commensurate training programme)</li> <li>Design a communication plan to support, facilitate and launch the approach to Customer Services</li> </ul>	May 2017	Cllr Martin	Graeme Clark	David Allum	2 workshops held with Heads of Service in June and results reported to Management Board on 19 July. Customer Service Foresight Group have investigated and analysed current arrangements and these have been reported to Management Board on 5 September. Proposals will be considered by Overview & Scrutiny and the Executive in the autumn.		
<b>Aim 19</b>	<b>Streamline business systems</b>							
	<ul style="list-style-type: none"> <li>Develop a methodology for transforming business systems to achieve greater efficiency, reduce waste, achieve greater empowerment of staff and improve outcomes for customers.</li> </ul>							
19.1	Undertake joint work with leading councils in the field of business process redesign to apply a thorough systems thinking approach in Waverley.	Review outcomes of pilot project in April 2017 Prepare proposals for wider rollout across other key Council activities by June 2017.	Cllr Martin	Graeme Clark		Good progress with pilot project on Benefits, working with specialist team from Rushmoor Council. Environmental Services have undertaken a business improvement project for garden waste. Lessons learnt will be communicated to all staff and inform new cross cutting efficiency group.		

<b>Being ambitious for Waverley</b>	<b>Aim 20</b>	<b>Promote learning and best practice and sharing opportunities.</b>						
		Make current and developing practice in this area more transparent.						
	<b>20.1</b>	Waverley attendance at events and workshops which support the council's ambitions and priorities by providing opportunities to hear about and share best practice.	Ongoing.	Cllr Potts	All Directors		In progress. Attendance to be recorded and best practice shared.	
	<b>Aim 21</b>	<b>Developing senior staff knowledge and skills to meet new challenges and expectations</b>						
		<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Change Management</li> <li>• Negotiation and Partnership skills</li> <li>• Commissioning (procurement &amp; contract management)</li> <li>• Ownership and accountability of service delivery, budgets, recruitment and retention</li> <li>• Enterprise and commercial acumen</li> </ul>						
	<b>21.1</b>	A learning and development programme in place for senior staff spanning the year ahead.	From February 2017	Cllr Potts	All Directors		Training carried out on Project Management, Change Management and Commercial Acumen. Staff also involved in District Councils Network Staff Development Programme	
	<b>Aim 22</b>	<b>Raising our game and focusing on Waverley's achievements</b>						
		<ul style="list-style-type: none"> <li>• Engaging with other local government and public sector organisations and being proud of what we do.</li> <li>• Recognising the learning opportunities that partnership engagement offers and embracing these.</li> <li>• Being ready to share what Waverley does well with others.</li> <li>• Taking all opportunities to stretch ourselves as an organisation and explore new innovative ways of working.</li> <li>• Celebrate Waverley's successes, internally and externally.</li> </ul>						
	<b>22.1</b>	Identify and apply for regional and national awards	From April 2017	All Executive Members	All Directors		Winners of MJ Award for Transformational Workforce and two South East Local Authority Building Control awards. Winners of 6 Green Flag Awards.	
	<b>22.2</b>	Identify the most appropriate communication channel to promote Waverley's key successes to all Members.	From April 2017	All Executive Members	All Directors		Executive Director monthly email identifies successes and HoS update PFHs.	
<b>22.3</b>	Officers regularly contribute case studies, presentations etc to regional and national events.	From April 2017	All Executive Members	All Directors				
<b>22.4</b>	Officers regularly work in collaboration with national organisations to shape policy and practice.	From April 2017	All Executive Members	All Directors				
<b>22.5</b>	Adopt a consistent approach to celebrating success internally.	From April 2017	All Executive Members	All Directors				