

Corporate Peer Challenge Joint Action Plan

Recommendation 1: Partnership development of aspirational visions for each place with a clearer focus on outcomes

Linked non-key recommendations:

a) develop approaches and systems that provide for a more sophisticated and detailed understanding across and within the geographies in order to inform policy and service design

b) extension of partnerships review to consider sub-regional and regional engagement

Context of Recommendation	Actions already planned	Timeline	Lead	Response
<p>"This would provide the opportunity to demonstrate further the uniqueness of each place and enable effort and resource from across partner organisations to coalesce around shared priorities".</p>	1. 'High Peak Together' brings together all community-based partners and meets on a quarterly basis. There will be a focus on mental health issues at the September meeting	1. Ongoing	Head of Communities and Climate Change	We are reviewing this process following establishment of the Integrated Care System. This brings about opportunities and challenges (Glossopdale was previously part of the Tameside CCG). Going forward, it is likely that the business of the "High Peak Together" forum will be taken on by the High Peak Place Alliance.
	4. Carry out a desktop review of place-related data across the Alliance, talk to the County Observatories around lower tier profiles and conduct annual reviews of this information to inform policy and service design	4. Complete		Review complete. A desk top mapping exercise of place related data was completed in August 2022.
	New Actions	Timeline	Lead	
	1. Conduct a mapping exercise of sub regional and regional bodies for purposes of engagement around shared priorities	1. June 2023	Head of Communities and Climate Change	The mapping exercise will be conducted after the elections
	2. Carry out training for members on partnership working / influencing skills as relevant	2. June/July 2023	Head of Democratic Services	<p>Communities and Climate Change are assisting with delivering the training and we have contacted the LGA for potential suppliers. We are considering utilising on-line training : the LGA also have online workbooks and training systems and Councillors have been made aware of these resources.</p> <p>An Induction programme will be held for this years Councillors, and we will make partnership working part and parcel of the induction training by way of a seminar to be included in the programme</p>

Recommendation 2: Undertake regular residents' and staff surveys

Context of Recommendation	Actions already planned	Timeline	Lead	Response
<p>"We see benefit in undertaking engagement on more generic issues and would encourage the introduction of a residents' survey on a regular basis as part of this".</p> <p>"Whilst a staff survey has taken place relating to the impact of the pandemic on people's well-being and working circumstances, undertaking a regular and comprehensive staff survey would offer significant benefit".</p>	A planned annual Staff Survey was put on hold due to significant change programmes but is now ready to commence.			
	1. Develop a survey based on the drivers of employee engagement – training opportunities, performance objectives, wellbeing, management, PEPs	1. Dec 2023	Head of OD & Transformation	Development of the survey is being progressed , we are planning to issue this before the end of the year
	2. The use of standard questions will enable the Councils to track trends over time using an annual survey	2. Dec 2023		The use of standard questions will be included in the survey development
	3. ALT approval	3. Dec 2023		The draft survey will be presented to ALT as part of the approval process
	4. New survey approved and ready to launch	4. Dec 2023		The new survey will be launched following the approval process
	A planned biennial Place Survey which informs the corporate plan setting process will now be implemented.			
	1. Agree a tender specification for a programme of biennial place surveys	1. Q1 2023-24	Head of Democratic Services	We are planning to issue a resident survey every two years, with there being a more in depth survey initially followed by a smaller survey the second year. in 2023, we will be looking at the priorities of the Corporate Plan and will include questions suggested by the LGA. We will also incorporate surveys from other Service Areas at the time and what their needs are for the year ahead. i.e. climate change, housing, car parking etc.
	2. Procure consultation partner	Complete		Complete: The new Zensity consultation software is now in place.
	3. Complete first survey ahead of purdah for the 2023 elections. This will be predominantly online but will also target hard to reach groups and will incorporate the national questions used by the LGA to facilitate benchmarking	3. Q1 2023-24		The survey will be issued following the elections . Analysis of the results will be available via the consultation software
	New Actions	Timeline	Lead	
1. Establish a firm timetable of OD related activity around appraisals, business planning and staff surveys	1. Ongoing	Head of OD & Transformation	Ongoing: To be delivered as part of the OD strategy	

Recommendation 3: Top team development across political and managerial leadership in different formats

Context of Recommendation	Actions already planned	Timeline	Lead	Response
	1. A comprehensive Leadership Development Programme is almost complete and has been attended by the whole of ALT and AMT	1. Ongoing	Head of OD & Transformation	Ongoing: Further development needs will follow from the OD action plan. We continue to investigate and promote the LGA and other opportunities for leadership training.
	2. Final training planned on report writing and the democratic process	2. Ongoing		Refresher training for Modern Gov report writing function was held at the end of October and was also delivered via a special meeting of AMT in December. We continue to work with the Chief Exec & Deputy Chief Exec on this action. This will also be included as part of the Management Development Programme.

<p>"We see some 'top team' development activity, constructed in a range of different ways, being helpful to build on and explore key elements of what we have outlined here and elsewhere in this report. These different constructions might, for example, comprise each Cabinet/Executive, ALT, both the Cabinet and Executive together, and ALT with each Cabinet/Executive".</p>	<p>1. Promote the LGA's Leadership Academy course to both political top teams</p>	<p>1. Ongoing</p>	<p>Head of Democratic Services</p>	<p>Ongoing: We continue to investigate and promote the LGA and other opportunities for leadership training.</p>	
	<p>2. Continue to share relevant LGA courses including the online and residential offer</p>	<p>2. Ongoing</p>		<p>Ongoing: We continue to utilise LGA online training courses and actively promote these to Councillors.</p>	
	<p>3. Continue the use of top team away days to establish further training needs</p>	<p>3. Annual</p>		<p>Ongoing - Away days are completed every year.</p>	
	<p>4. Continue to publish an annual report to standards committee which provides details on councillor training undertaken</p>	<p>4. Annual</p>		<p>Ongoing: The report is published every year and is to be considered at the first Standards Committee after the elections as part of councillor induction. We also keep a training log and are considering logging this information on the websites which may encourage more training.</p>	
	<p>New Actions</p>	<p>Timeline</p>		<p>Lead</p>	
	<p>1. Identification of further training and development needs for ALT / AMT</p>	<p>1. Q3 2022-23</p>		<p>Head of OD & Transformation</p>	<p>We continue to investigate and promote the LGA and other opportunities for leadership training. Further development needs will follow from the PEP process and the OD action plan</p>
<p>2. Document the approach to identifying development needs of the senior political leadership team</p>	<p>2. July 2022 onwards</p>	<p>Head of Democratic Services</p>	<p>Ongoing : This is documented during liaison with leaders, political group, during meetings etc.</p>		

Recommendation 4: Taking forward the findings from the Centre for Governance and Scrutiny reports

Linked non-key recommendations:

- a) the timeliness of committee papers being made available to elected members – along with issues of reports not always being as easy to read as they might be
- b) extending opportunities for elected member engagement in budget development and doing so earlier
- c) focusing scrutiny effort and attention more on what represent the corporate priorities for each council

Context of Recommendation	Actions already planned	Timeline	Lead	
<p>"Both councils undertook a review of their Overview and Scrutiny arrangements in the last year or so, with both pieces of work being delivered by the Centre for Governance and Scrutiny. This has highlighted the issues, with the reports being clear on what needs to be undertaken. The findings are at the outset of being responded to now. In both councils, there are examples of good engagement by scrutiny members and a meaningful difference being made".</p>	<p>At High Peak a subcommittee of full council met and agreed the responses to the centre's recommendations. Members wish to retain the current three committee structure. A report went to corporate select on the recommendations from the review in March 2022.</p>	<p>3. Ongoing</p>	<p>Head of Democratic Services</p>	<p>The programming group at High Peak has been set up, the group will be focusing the work programme going forward to ensure key items/priorities are considered. Select Committee chairs will now be appointed by Annual Council and framework for work programme setting agreed.</p>
	<p>3. Establish a programming group</p>	<p>4. Ongoing</p>		<p>The framework for the work programme will be agreed following the appointment of the Select Committee chairs</p>
	<p>4. Commence a new scrutiny training programme and introduce annual workshops to develop the work programme based on a scored evaluation of priorities (including involvement in budget setting)</p>	<p>4. Ongoing</p>		
	<p>New Actions</p>	<p>Timeline</p>		<p>Lead</p>
	<p>1. Deliver training on report writing and increase awareness of the decision-making process amongst officers</p>	<p>1. Ongoing</p>		<p>Refresher training for Modern Gov report writing function was held at the end of October and was also delivered via a special meeting of AMT in December. We continue to work with the Chief Exec & Deputy Chief Exec on this action. This will also be included as part of the Management Development Programme.</p>

Recommendation 5: Ensuring climate change ambitions and delivery is owned right through both organisations

Context of Recommendation	Actions already planned	Timeline	Lead	
<p>"Investment is being made in the climate change agenda, particularly in the form of recruitment to a shared Climate Change Officer post and further recruitment planned to take place for a Biodiversity Officer. The imminent arrival of this additional and expert capacity is being viewed positively across the councils. However, there is a sense of people waiting for the injection of this capacity when the reality of what is required is ownership right through both organisations of the climate change ambitions and related delivery. To deliver on the commitments and expectations, climate change and sustainability need to be corporately owned and driven".</p>	<p>1. Refresh previously nominated Climate Change Champions within each service area</p>	<p>Complete</p>	<p>Head of Communities and Climate Change</p>	<p>Training has been delivered for Climate Change Champions, further training arranged for March/April 2023.</p>
	<p>2. We have already achieved Bronze accreditation for Carbon Literacy. Training programme to be implemented in order to reach Silver accreditation with cascade training to service areas</p>	<p>2. April 2023</p>		<p>Bronze accreditation received for carbon literacy. A number of accredited staff members left the organisation, which prevented the Councils from achieving the silver accreditation. Further training sessions have been arranged for March/April 2023, which should take us beyond the threshold for silver.</p>
	<p>3. Further member training on carbon literacy</p>	<p>3. June 2023</p>		<p>Member training on carbon literacy will be delivered post-elections</p>
	<p>4. Already integrated into service plans and perf framework. July reports to Communities Panel and HP Wkg Group</p>	<p>4. Ongoing</p>		<p>Reported to committees on an ongoing basis- last reported January 2023, next reports due July 2023.</p>
	<p>5. Monthly Climate Change and Bio-Diversity Group with reps from each service</p>	<p>5. Ongoing</p>		<p>Meetings continue on an ongoing basis</p>
	<p>6. Review of internal comms and engagement plan for Climate Change</p>	<p>6. Ongoing</p>		<p>Internal communications are reviewed at the monthly Climate Change and Biodiversity Group meetings. Following training on engagement organised by UK100, we are focussing our activities on young people with our engagement programme beginning in March 2023.</p>
	<p>7. 6-month and 12-month progress updates</p>	<p>7. Ongoing</p>		<p>Ongoing- last reported January 2023, second annual report due July 2023.</p>
	<p>8. Hold a Climate Change Summit (High Peak)</p>	<p>8. Complete</p>		<p>Delivered October 2022: complete</p>

Recommendation 6: Effectively addressing the pay progression issue

Context of Recommendation	Actions already planned	Timeline	Lead	
<p>"More and more people are reaching the top of their grade and therefore cannot progress further in terms of remuneration"</p>	<p>The Alliance has been working with national Trade Unions for the last 18 months on a new pay grade structure, with portfolio holders present quarterly.</p> <p>1. Reach agreement with Trade Unions</p>	<p>1. Complete</p>		<p>Complete: New pay grade structure agreed with Trade Unions, staff consultation commenced Nov 2022, completed December 2022.</p>

<p>remuneration</p> <p>“There is also a consideration emanating from the pandemic, around changed ways of working for organisations, with current council employees having increased opportunities to work elsewhere without needing to give up the quality of life they have living in or around High Peak and Staffordshire Moorlands”.</p>	2. Communicate outcomes to AMT	2. Complete	Head of OD & Transformation	Complete: outcomes presented to Heads of Service and directors in September 2022.	
	3. TU to consult membership	3. Complete		Completed December 2022	
	4. Present solution for approval to Exec / Cabinet	4. Complete		Completed October 2022.	
	5. Implement new structure and communicate to all staff	5. Complete		Completed December 2022	
	New Actions			Timeline	Lead
	1. Develop a comprehensive Benefits Package for all staff including staff discounts scheme, salary sacrifice, rewards, to support staff retention and for use in recruitment campaigns	1.2023	Head of OD & Transformation	The staff benefits package has been drafted , a brochure has been produced and will be launched to all staff	

Recommendation 7: Jointly determining a clear set of key priorities to make things more manageable – and developing a ‘road map’ to deliver them

Linked non-key recommendation:

There is also the need for a clear change management policy and approach in order to ensure inclusivity, shared understanding and consistency

Context of Recommendation	Actions already planned	Timeline	Lead	
<p>“This reinforces the issue regarding prioritisation, with a need to ensure a sequencing of changes and improvements – breaking things down into ‘bite sized chunks’ so that expected progress can be seen and understood”.</p>	1. Continue with political and managerial leadership annual away days to confirm priorities	1. Annually	ALT	Complete: Annual away days completed
	2. Oversee implementation of priority projects through Transformation Board	2. Monthly	Chief Executive	Ongoing: Transformation Board meets monthly to discuss all priority projects with updates from Heads of Service
	3. IT & Digital / OD / Access strategies – develop a combined roadmap for delivery of a 3-year action plan, including any additional resources needed and present for scrutiny	3. Q3/4 2022-23	Head of OD & Transformation/H ead of Customer Services	Ongoing : Action plan in place , contracts in place with Camberg & Socitm ready for delivery. Kick off meetings held with Socitm for the delivery of the digital strategy
	4. Strengthen the advice provided to change managers (PMOs) through the project management methodology to ensure communication and stakeholder engagement are paramount. This approach will be monitored through the Transformation Board.	4. Complete	Head of OD & Transformation	Ongoing: Project Management Framework being refreshed. Training sessions arranged for all staff involved in change management via the project methodology including communication and stakeholder engagement. Zurich engaged to provide further training and a deep dive review of key projects.
	New Actions		Timeline	Lead
	1. During the development of the next Corporate Plan (2023-27) the Alliance will look at introducing a ‘top priority’ within each aim and setting start-date targets for its priority actions to ensure a more even spread of its ambitions	Summer 2023	Chief Executive / Executive / Cabinet	Will follow as part of the priority action setting sessions after the 2023 elections

Recommendation 8: Bringing forward the communications and engagement strategy (covering both internal and external)

Context of Recommendation	Actions already planned	Timeline	Lead		
<p>“A new communications and engagement strategy is emerging, which needs to cover both internal and external aspects. This presents an opportunity to enhance approaches to external communications, including developing a greater focus on the use of social media and extending community engagement and consultation activities beyond largely specific projects or initiatives”. “There is also the potential to develop more two-way engagement for staff, whether face to face or virtually, that would give them greater exposure to the Chief Executive and the wider ALT”.</p>	1. Information Digest report to be presented to scrutiny in order to engage with members on the planned content of a new Communications and Engagement Strategy	1. 2023	Head of OD & Transformation	Ongoing : Discussions underway with the LGA to incorporate ‘Place’ into the strategy , this is currently being developed and will be completed during 2023.	
	2. Executive and Cabinet approval of new Communications and Engagement Strategy	2. 2023		Will follow when strategy complete	
	3. Implement Action Plan	3. 2023		Will follow when strategy approved	
	New Actions		Timeline	Lead	
		1. Addition of engagement to the already planned Comms Strategy	1. Feb 2023	Head of OD & Transformation	Will follow when strategy complete
		2. Annual visit by Chief Executive to all team meetings	2. Complete		Complete: The Chief Executive attended Team Meetings following the pay grade review.
	3. Annual Executive Director visits to relevant team meetings	3. By March each year	Complete: The Executive Directors attended Team Meetings following the pay grade review.		

Recommendation 9: The councils reassuring themselves that the work that has taken place to map needs around capacity will address the issues – following this by translating them into a clear delivery plan

Linked non-key recommendation:

an increased focus on ‘soft skills’ development – relating to the changing roles of councils and what this then demands of the people working within them

Context of Recommendation	Actions already planned	Timeline	Lead	
<p>“There is also a case for further modernisation of the organisations, including changing cultures and skills sets and developing a stronger corporate core”.</p> <p>“The councils will wish to reassure themselves that they are thinking sufficiently early about where additional expertise could usefully play a role; are mitigating against inadvertent ‘mission creep’ with some providers; and that there aren’t thresholds being reached where the councils might be better positioned if they established their own permanent capacity”.</p>	1. Working on priority service reviews – emerging from management restructure and demands from covid on service areas. Current proposals are beyond budget and are to be reviewed again	1. Complete	Head of OD & Transformation	Complete: presented to ALT 19/10
	2. Internal approval by ALT	2. Complete		Complete: presented to ALT 19/10
	3. Commence recruitment post approval which will increase capacity (new principal posts in Regeneration already approved)	3. Ongoing		Ongoing: recruitment has commenced. New Head of Regeneration in place, review of ongoing staffing needs currently being undertaken
	4. Continue to utilise external expertise when needed to fill in skills gap on a short term basis e.g. Socitm and Camburg.	4. Ongoing		Ongoing: Socitm and Camberg engaged to fill skill gaps where identified
New Actions		Timeline	Lead	
	1. Conduct a gap analysis of soft skills and identify any training needed through the annual PEP process	1.Ongoing	Head of OD & Transformation	Ongoing: Will follow from the PEP’s and the OD action plan

Recommendation 10: Reflecting the financial pressures from emerging plans into the MTFP

Linked non-key recommendation:

There is also something to reflect in the MTFPs regarding the councils’ respective risk appetites in relation to borrowing going forward – with a key set of discussions needing to be held across the political and managerial leadership around this first

Context of Recommendation	Actions already planned	Timeline	Lead	

<p>"It would be good to see the MTFPs reflecting best and worst-case scenarios in relation to government funding".</p> <p>"We also urge the inclusion in them, and within the capital strategies where relevant, of the forward forecasting of the costs of emerging plans, including potential IT investment; what is required to fulfil climate change ambitions; what emerges from an assets conditions survey that has been commissioned; and the key areas requiring greater capacity across the organisations".</p>	<p>We have already included interest rate scenarios in previous iterations of the MTFPs and will continue to do so</p>	Ongoing	Head of Finance	Ongoing : the first iteration of the draft MTFP was produced in November
	New Actions	Timeline	Lead	
	<p>1. Best and worst case funding scenarios will be included in both MTFPs going forward</p>	<p>1. Feb 2023 final version - Nov 2022 for draft</p>	Head of Finance	Ongoing: We will expand on the analysis we already do in the MTFP to reflect government fluctuations in funding. We will attach scenarios to the assumptions we make in the plan and show what the impact will be on the changes for those assumptions. Sensitivity on best and worse case scenario linked to assumptions in the plan for govt funding
	<p>2. We will include some cost consideration of emerging plans based on a set of assumptions around the variables in the next iteration of the MTFPs</p>	<p>2. Feb 2023 final version - Nov 2022 for draft</p>		Ongoing: We can put costing on the emerging plans but this will be accompanied by large caveats in terms of values for these figures, as they are dependant on what might happen in the future. The risk of inflation (i.e. for asset management programmes) will also be built in
	<p>3. Discussion at risk management group on appetite for borrowing risk</p>	<p>3. Nov RMG</p>		Complete: Included in November Risk management group agenda. There is enough guidance within the existing framework that governs our appetite for risk. The prudential code governs our decision making process for borrowing and capital expenditure
<p>4. Member approval for the appetite through the MTFP</p>	<p>4. Approval alongside the budget Feb 2023</p>	Ongoing: We will guide scrutiny groups towards this point to ensure member feedback is noted		