

Derbyshire Dales District Council - Corporate Peer Challenge Progress Update – October 2021

	KEY RECOMMENDATION	APPROVED ACTIONS	PROGRESS STATUS
1	<p>Develop a strong narrative and vision for your area that is owned and understood by members, officers and key stakeholders. Consider how to further broaden members' understanding of the whole district.</p>	<p>Publish slimmed down and plain English version of Corporate Plan evidence base</p> <p>Member corporate governance training on the back of the new Corporate Plan that guides Members to think corporately</p> <p>Bi-Annual Tour of the District to reinforce corporate priorities</p> <p>Training to ensure that Members understand the strategic financial position</p>	<p>Corporate Plan progress reported annually to Council. Evidence base is progressively dating and will need to be refreshed upon expiry of current Corporate Plan. Resources would be better directed to addressing this issue for a refreshed Corporate Plan. Action be deleted.</p> <p>Action outstanding</p> <p>Action outstanding. Suggest that this is an annual tour to recognise progress against Corporate Plan and to celebrate corporate achievements</p> <p>Action completed – Finance briefings delivered prior to annual budget setting and updates annually in November.</p>
2	<p>Ensure the new corporate plan is an opportunity to look forward and takes account of the potential for a fresh approach. It will need to be collectively owned and appropriately resourced to deliver.</p>	<p>Annual review of Corporate Plan objectives (not just performance indicators)</p> <p>Analyse budget and capital programme in line with new corporate plan priorities</p> <p>Review and simplify format of Service Plans to show links to Corporate Plan and resources, include both qualitative and quantitative information, and refer to core statutory duties</p>	<p>Action completed - Corporate Plan progress and performance reported to Council 8th July 2021. Further review due November 2021.</p> <p>Action completed – Revenue and Capital budgets reviewed and reported to Council by-annually.</p> <p>Service Plans reported annually to Council. Corporate Plan Evidence base is progressively dating and will need to be refreshed upon expiry of current Corporate Plan. Resources would be better directed to addressing this issue for a refreshed Corporate Plan. Action to be deleted.</p>

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3	<p>Ensure you understand and maximise the benefits for the district as a whole. Judgement of the value of the Council's intervention should not only be based on cost.</p>	<p>Consider defining a key decision to demonstrate wider district community benefit, cost and desired outcomes (to distinguish from parochial outlook)</p> <p>Put more emphasis on different ways of working and engaging with our communities. We need to understand local needs and wants, and work with local community groups, and Town & Parish Councils to achieve agreed objectives, including the development of a Community Asset Transfer policy</p>	<p>Action outstanding</p> <p>Action ongoing. Active examples of community engagement including community Biodiversity project, Local Projects Fund, Hurst Farm Project, scheduled Closer Working meetings with Town Councils.</p> <p>Community Asset Transfer Policy currently in development to launch 2022.</p>
4	<p>Ensure the Council's commercialisation approach is sufficiently clear, ambitious and realistic. Make sure this will provide income to support the delivery of quality services and the ambitions of the Council.</p>	<p>Define clearly what DDDC means by commercialism, its scope, priorities, exclusions, risks and realistic income potential. (Take into account tradeable services e.g. market comparisons on service fees and charges, regeneration and investments)</p> <p>Produce an annual commercial work plan and monitor its success.</p> <p>Maximise Corporate Social Responsibility via procurement: encourage contractor investment aligned to DDDC priorities.</p>	<p>Commercial Board deleted from the Council Constitution. Commercialisation decisions now mainstreamed into Policy Committees. Commercial Investment Strategy adopted at Council March 2021</p> <p>Commercialisation decisions now mainstreamed into policy Committees with update reports on commercial initiatives e.g. Bakewell Road redevelopment, produced as and when necessary.</p> <p>Action outstanding</p>
5	<p>Further strengthen relationships with all key stakeholders especially where delivery of practical and mutual benefits to the district can be achieved.</p>	<p>Continue to use our influence via D2N2 Boards, PDNPA and DCC. Continue to play a leading role in the non-structural reform agenda</p> <p>Review significant partnerships and outside body representation based on their fit with our corporate themes</p> <p>Ensure feedback mechanism to Council from elected representatives on outside bodies to ensure organisational learning</p>	<p>Action ongoing. Active participation in pursuing Vision Derbyshire at Officer and Member level. Ongoing regular liaison with DCC, PDNPA and D2N2.</p> <p>Reviewed and approved at Council July 2021. Further reviews to be undertaken at Annual Meeting May 2022.</p> <p>Agenda item to be included on future Council meetings and feedback mechanism to be considered by the Constitution Working Group</p>

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5	Further strengthen relationships with all key stakeholders especially where delivery of practical and mutual benefits to the district can be achieved.	<p>Review mechanism for engaging with 70 Parish Councils in the District – perhaps a Ward approach or within established community identifies e.g. Hope Valley. Consider rolling out key contact scheme with Parish Councils on a rolling programme (along lines of Closer Working relationships with Town Councils).</p> <p>Reconsider format of Community Forums to be less combative; include a Question time session with the Leader. Reach out to communities on their terms as a listening session not a broadcast event.</p>	<p>Action outstanding</p> <p>Action outstanding</p>
6	Review the role description for members to ensure they can fully contribute to the future direction of the council and the district.	<p>Review to focus on community leadership role and to stress need to put district ahead of ward Organise facilitated workshop by EMC to focus on community leadership in redrafting role profiles</p> <p>Re-purpose the Member Development Working Group to consider a competency framework for newly elected Councillors with a training plan to fit.</p> <p>Instruct the IRP to include diversity of members, as part of the review of allowances.</p> <p>Create a forum for ideas and initiatives from all Councillors which can then be assessed against the Corporate Plan</p> <p>Develop a succession plan for political groups to use to invest in promoting talent within the group system. Small budget perhaps for Groups to disperse?</p>	<p>Action outstanding</p> <p>Action completed.</p> <p>Review commenced but not concluded by IRP. Review to be recommenced.</p> <p>Action outstanding</p> <p>Action outstanding</p>
7	Utilise group leaders to ensure all members are fully informed. Ensure information is easily accessible to all members. Consider a single log for member enquiries and have options for self-service.	<p>CRM system to be used to log and manage Member requests for service. Reduce email communications for routine business by more self-serve options, e.g. apologies and invitations to workshops</p> <p>Review Members Portal to segment information which can be viewed without the email traffic.</p>	<p>Action outstanding</p> <p>Action outstanding</p>

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7	<p>Utilise group leaders to ensure all members are fully informed. Ensure information is easily accessible to all members. Consider a single log for member enquiries and have options for self-service.</p>	<p>Member monthly bulletin with contributions from Councillors</p> <p>Consider scheduling meetings of LAG to keep senior politicians up to date on strategic matters generally</p> <p>Member briefings pre Committee and/or Quarterly area focused meetings</p> <p>Programmed quarterly member Q&A (with Leaders and CLT)</p>	<p>Action ongoing. Organisational updates provided by CLT prior to all regular Council meetings.</p> <p>Action ongoing. LAG meetings arranged on an as and when necessary basis as agreed with Group Leaders.</p> <p>Action ongoing. Quarterly Member Briefings arranged by Community & Environmental Services Department. Potential expansion of this initiative to other Departments to be considered.</p> <p>Action outstanding</p>
8	<p>The Council should consider its own skills base and investment capability to promote jobs and business growth. The draft economic plan drives an ambitious direction at a time when site delivery and wider economic circumstances are challenging and suitably skilled staff are needed.</p>	<p>Recruit skilled commercial development staff to deliver sites. Ensure organisational review of capacity alongside strategic succession planning policy for employees</p> <p>Further utilise staff whose day jobs involve routine interaction with business, in addition to business advice service, e.g. Environmental Health and Licensing</p>	<p>Action partially completed. Principles agreed by Council November 2020. Restructure proposals currently progressing through job evaluation process.</p> <p>Action ongoing.</p>
9	<p>Consider whether your affordable housing offer needs to be diversified in light of the range of local housing need.</p>	<p>Ensure our Housing function delivers on a range of housing needs and tenures for residents as a whole, as well as social rented housing.</p> <p>Workshop with elected members to scope potential and resources required to expand (or not) from affordable rental market to include affordable home purchase</p> <p>Properly consider the role of the private sector in these respects</p>	<p>Action ongoing.</p> <p>Action outstanding</p> <p>Action outstanding</p>

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9	Consider whether your affordable housing offer needs to be diversified in light of the range of local housing need.	<p>Promote the work of Community Land Trusts and Almshouse charities who provide affordable housing</p> <p>Formally approach the PDNPA with a request to facilitate an officer/member discussion to explore the potential to promote a wider range of affordable housing within the National Park area of the District.</p>	<p>Action ongoing – currently working with 6 Almshouse charities and 2 Community Land Trusts.</p> <p>Action completed. Joint member workshop held 20th July 2020</p>
10	Further engage with strategic and local organisations to build trust and community capacity to advocate for and deliver on important initiatives (for example. climate change).	<p>Consider co-option of voluntary sector on working groups e.g. climate change.</p> <p>Allocate some of the LPF or Better DD's fund for larger/strategic community initiatives</p> <p>Work with Derbyshire based agencies to support community initiatives, e.g. Community Payback Scheme</p>	<p>Action ongoing. Examples of co-option on working groups include Community Biodiversity Project, Hurst Farm Project, Derbyshire Climate Hub engagement, Ashbourne Pavilion Group, Local Projects Fund, Community Renewal Fund, 'Welcome Back' Fund.</p> <p>Action outstanding</p> <p>Community Payback Scheme developed and to be implemented January 2022</p>
11	Ensure that the Council fully understands what a 2030 carbon neutral target means in impact and cost terms. Good growth and carbon neutrality should both be core to the Council's climate change plan	<p>Commit to the development of a Climate Change Strategy with clearly defined targets and actions which do not prevent sustainable economic growth.</p> <p>Prepare Climate Change SPD</p> <p>Climate Change Task Group Annual Action Plan to Council</p> <p>Assessment of carbon footprint in committee reports (basic level)</p>	<p>Action completed – Climate Change Strategy Adopted at Council October 2020.</p> <p>Action completed – SPD prepared and adopted July 2021</p> <p>Action completed - Report to be considered at Council October 2021</p> <p>Report to be considered at Council October 2021. Climate Impact Assessments proposed to be included in Committee reports for a trial period to April 2022.</p>

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<p>11 Ensure that the Council fully understands what a 2030 carbon neutral target means in impact and cost terms. Good growth and carbon neutrality should both be core to the Council's climate change plan</p>	<p>Consider co-opting expertise and local interest groups to join the Task Group</p>	<p>Climate Change Working Group have engaged with external organisations and will continue to do so as appropriate.</p>
	<p>Development of strategy with clear action plan leading to 2030. Delivery against those targets. Consider role of SMT in helping with this. Consider role in wider community in this respect</p>	<p>Action completed - Climate Change Strategy Action Plan presented to Council October 2021.</p>
<p>12 Share the narrative and celebrate success.</p>	<p>Maximise opportunities for PR and encourage good news stories to be raised with JF from across the whole of the organisation: invite staff to share their stories of how they have made a difference for promotion through Paul's Post and external if relevant i.e. open up Departmental blog's to run alongside Paul's Post. Develop a council-wide culture so that staff willingly share their successes</p> <p>Encourage success to be shared across professional networks e.g. LinkedIn</p> <p>Pursue opportunities for national awards e.g. MJ / Housing / APSE</p>	<p>Regular news stories issued by Communications and Marketing Manager.</p> <p>Introduction of Monthly Achiever Award for colleague to colleague recognition.</p> <p>Chief Executives blog and Director news updates.</p> <p>Action ongoing. Corporate Leadership Team prominent on LinkedIn with Council success stories regularly published</p> <p>MJ Achievement Awards 2021. Director of Regeneration and Policy shortlisted for Corporate Director of the Year.</p> <p>Lawyers in Local Government (LLG) – Legal Services Manager shortlisted for 2021 Inspiration Leader in Law.</p> <p>Lawyers in Local Government (LLG) – Solicitor shortlisted for 2021 Newcomer Award.</p> <p>Best British Open Air Market 2020 – Bakewell</p> <p>Housing Heroes – Housing Apprentice of the Year 2020</p> <p>APSE Awards 2020 - Sports Development Team was shortlisted for team of the year</p> <p>Lawyers in Local Government (LLG) – Winners of Place Team of the Year 2020</p>