

Derbyshire Dales District Council – Updated Corporate Peer Challenge Action Plan – October 2021

	KEY RECOMMENDATION	PROPOSED ACTIONS	RESPONSIBILITY	DEADLINE
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>Member corporate governance training on the back of the new Corporate Plan that guides Members to think corporately</p> <p>Annual Tour of the District to reinforce corporate priorities and celebrate achievements</p> <p>Training to ensure that Members understand the strategic financial position</p>	<p>Member Development Working Group (MDWG)</p> <p>Member Development Working Group (MDWG)</p> <p>Karen Henriksen to lead, but determined by MDWG</p>	<p>May 2022</p> <p>June / July 2022</p> <p>November 2021 November 2022</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>Corporate Leadership Team (CLT), Council</p> <p>Karen Henriksen</p>	<p>November 2021 November 2022</p> <p>November 2021 November 2022</p>
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>James McLaughlin, Constitution Working Group (CWG)</p> <p>Rebecca Bryan</p>	<p>Annual Meeting 2022</p> <p>April 2022</p>

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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>Maximise Corporate Social Responsibility via procurement: encourage contractor investment aligned to DDDC priorities.</p>	James McLaughlin	May 2022
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>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>Paul Wilson / Steve Capes</p> <p>James McLaughlin</p> <p>Constitution Working Group</p> <p>Constitution Working Group</p> <p>Constitution Working Group</p>	<p>Ongoing</p> <p>Annual Meeting 2022</p> <p>Annual Meeting 2022</p> <p>Annual Meeting 2022</p> <p>Annual Meeting 2022</p>

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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 EMPC to focus on community leadership in redrafting role profiles</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. Consider use of the LGA Leadership Essentials programme</p>	<p>Constitution Working Group</p> <p>James McLaughlin</p> <p>Constitution Working Group (MDWG)</p> <p>Member Development Working Group (MDWG)</p>	<p>May 2022</p> <p>April 2022</p> <p>February 2022</p> <p>May 2022</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>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>Glenn Burton</p> <p>Glenn Burton</p> <p>Member Development Working Group (MDWG)</p> <p>CLT</p> <p>CLT</p> <p>CLT</p>	<p>April 2022</p> <p>April 2022</p> <p>January 2022</p> <p>Ongoing</p> <p>April 2022</p> <p>April 2022</p>

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8	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>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>Place Shaping Hub</p> <p>CLT</p>	<p>April 2022</p> <p>Ongoing</p>
9	Consider whether your affordable housing offer needs to be diversified in light of the range of local housing need.	<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>Promote the work of Community Land Trusts and Almshouse charities who provide affordable housing</p>	<p>Rob Cogings</p> <p>Rob Cogings</p> <p>Tim Braund / Rob Cogings</p> <p>Rob Cogings</p>	<p>Ongoing</p> <p>April 2022</p> <p>April 2022</p> <p>Ongoing</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>Ashley Watts</p> <p>Ashley Watts / Becky Bryan</p> <p>Ashley Watts</p>	<p>Ongoing</p> <p>April 2022</p> <p>January 2022</p>

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11	<p>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>Assessment of carbon footprint in committee reports (basic level)</p> <p>Consider co-opting expertise and local interest groups to join the Task Group</p>	<p>CLT</p> <p>Climate Change Working Group</p>	<p>Annual Meeting</p> <p>Ongoing</p>
12	<p>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>Increased promotion of Local Projects Fund</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>Jim Fearn / CLT</p> <p>Rebecca Bryan</p> <p>CLT / Senior Management Team (SMT)</p> <p>CLT / SMT</p>	<p>Ongoing</p> <p>April 2022</p> <p>Ongoing</p> <p>Ongoing</p>