

Following an LGA Corporate Peer Challenge 21<sup>st</sup>– 24<sup>th</sup> February 2023, below are the identified recommendations for improvement which the peer review team confirmed in their final feedback report. This action plan serves as a placeholder to monitor our progress and record our achievement of delivery against these areas of improvement.

| RECOMMENDATION  | WHAT ARE WE GOING TO DO?   | LEAD OFFICER(S)/PORTFOLIO  | TIMESCALE     |
|---|--|--|---------------|
| <b>Recommendation 1:</b><br><br><b>Bring your progressive practice with partners and apply it to your internal transformation.</b><br><br><i>..Consider how CMBC teams might be encouraged to work more closely together. Working cross-functionally on internal projects (such as digital transformation/IT) would provide greater benefit across the organisation.</i>  | Develop an <b>organisational Transformation strategy</b> with corporate oversight.<br><br>To ensure we address elements of this specific recommendation, this strategy will need to reflect/incorporate the following principles; <ul style="list-style-type: none"> <li>• Our existing strengths-based approach.</li> <li>• Using the excellent partnership work and approach that we have established through Calderdale Cares and Calderdale Leaders network, and the wider Integrated Care Board (ICB) to identify opportunities for our internal transformation.</li> <li>• Our future Digital infrastructure/Artificial Intelligence (AI) capacity and capability.</li> <li>• Alignment with our Workforce Strategy to ensure our organisation plan supports the Transformation ambitions and culture of the Council.</li> </ul> | Director of Resources & Transformation/<br>People Assets Systems (PAS) /People Board | December 2023 |
| <b>Recommendation 2:</b><br><br><b>Repurpose resources within the council to ensure you have the capacity and expertise to step up a gear for the next phases of your ambition.</b><br><br><i>..take a Whole Council approach if it is to make the best use of all its resources. Repurposing some and developing others to ensure it has the skills and capacity to support the next phase of regeneration and service transformation.</i> | Existing Head Of Finance post repurposed to create a new/expanded Director role (development from existing Head of Finance and S151 responsibilities).   | Chief Executive/<br>Leader   | Completed     |
|   | <b>Appoint a Director of Resources &amp; Transformation</b> to set strategic direction and lead the next phase of regeneration and service transformation.   | Chief Executive/<br>Leader   | August 2023   |
|   | We will undertake a <b>Budget Rebasng exercise</b> to support outcome-based budgeting in the next budget setting round.  | Head of Finance/CLT/Cabinet (Budget Performance Challenge)                           | November 2023 |
|   | We will increase participation in an <b>enhanced employee reference group</b> and staff networks and undertake key consultation over the next 6 months with these groups. This enhanced engagement will seek to inform the future shape of council services and improve their delivery.  | CLT/People Board   | October 2023  |

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| <p><b>Recommendation 3:</b></p> <p>Ensure that you are making most of your enabling services so they can support the council effectively in taking a Whole Council approach.</p> <p><i>... be clear in the expectations and the collaboration required across all its support services so that their strategic direction and activity align with the council's ambitions.</i></p>   | <p><b>Develop a corporate transformation model</b> to align all key support services under the leadership of the new Director of Resources &amp; Transformation.</p>   | Chief Executive /Leader  | Completed    |
|   | <p>Undertake initial drafting of <b>Business Plans</b> by all services to inform as baseline data including support function(scope). These will be subject to ongoing and scheduled (annual) review and/or organisational change e.g., appointment of new Director of Resources &amp; Transformation</p>   | CLT/ELT  | Completed    |
|   | <p>Review and remodel support functions through the <b>Workforce Strategy</b> to achieve priority outcomes of the council.</p>   | Director of Resources & Transformation/Head of HR &OD/Cabinet Portfolio Lead – Resources | July 2024    |
| <p><b>Recommendation 4:</b></p> <p>Choose wisely and build effective relationships with investors and developers.</p> <p><i>...Ensure that CMBC is developing trusted partnerships with investors and developers. This is key to delivering some of the housing, economic and infrastructure projects that Calderdale has ambition for (e.g. the Clifton Enterprise Zone ).</i></p> | <p>We will deliver effective engagement strategies with the following key sectors to positively influence greater local investment, development and future sustainable economic growth;</p> <ul style="list-style-type: none"> <li>• Tech/Creative Digital</li> <li>• Advanced Manufacturing</li> <li>• Hospitality</li> <li>• Health &amp; Care</li> <li>• Housing providers</li> </ul> | Director of Regeneration & Strategy  | August 2023  |
|   | <p>We will complete the ongoing <b>review of our Inclusive Economic Strategy</b> and implement its recommendations.</p>  | Director of Regeneration & Strategy  | October 2023 |
|   | <p>Following the adoption of our <b>Local Plan</b> we will rapidly progress key investor and developer relationships and complete the <b>Supplementary Planning Documents (SPDs)</b>.</p>  | Director of Regeneration & Strategy  | October 2023 |

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| <b>Recommendation 5:</b><br><br><b>Be confident and clear with West Yorkshire Combined Authority about Calderdale's strategic asks.</b><br><br><i>Develop a pipeline of projects which support WYCA ambitions as this will allow Calderdale to maximise opportunities with the Combined Authority. Ensure CMBC is highlighting its work on delivering an inclusive economy with WYCA; this aligns well with the Mayor's priorities and could provide further investment and delivery opportunities for Calderdale.</i> | <b>Complete exercise to identify priorities to pursue at a regional level.</b> To include key messages about Calderdale for amplification and covering both delivery priorities and ways of working to lever change. Ensure it is connected to borough level work on priorities and corporate planning in the following priority areas for Calderdale; <ul style="list-style-type: none"> <li><i>Deliver against our Climate Action Plan to ensure we protect our residents and businesses from the worst impacts of climate change in particular future flooding, through our ongoing partnership working and investment, locally and regionally.</i></li> <li><i>Local Plan delivery</i></li> <li><i>Housing Development</i></li> <li><i>Business Growth</i></li> </ul> | Director of Regeneration & Strategy /Leader<br><br><br><br><br><br><br><br><br><br>Head of Communications | September 2023<br><br><br><br><br><br><br><br><br><br>October 2023 |
|  | <b>Map the scale of resources</b> received by Calderdale over the recent period, and the <b>forward plan of funding</b> , in order to identify whether there are gaps in the scope of funding sought and received. Potential to identify where approaches have been unsuccessful as well as successful to support future learning.  | Director of Regeneration & Strategy / Assistant Director, Economy, Housing & Investment                   | October 2023   |
|  | We will secure investment and ensure effective preparation for the Calderdale Year of Culture.  | Director Public Services  | November 2023  |
|  | We will enhance <b>targeted communication and public affairs</b> work to increase our profile at both a regional and national level.  | Director of Regeneration & Strategy /Head of Communications/Leader  | October 2023   |
| <b>Recommendation 6:</b><br><br><b>Prioritise CMBC's development of the Voluntary Community Sector (VCS) strategy in recognition of the impact on tackling inequalities.</b><br><br><i>The development of the VCS strategy will provide the opportunity to address the inconsistencies in procurement practices the VCS have experienced and for the clear strategic CMBC commitment to working with the VCS to be reflected at every level of the council</i>   | Building upon our acknowledged strong relationships we have in place, we will develop and co-produce a <b>new VCS Strategy</b> .  | Director of Regeneration and Strategy/ Director of Public Services/Director of Public Health              | September 2023   |
|  | Provide improved support to the Voluntary and Community Sector to help <b>deliver this revised strategy</b> and ensure we have consistency and transparency in our engagement with the sector to achieve the required outcomes.   | Director of Regeneration and Strategy   | July 2024  |