

RECOMMENDATION	WHAT ARE WE GOING TO DO?	LEAD OFFICER(S)/PORTFOLIO	STATUS	COMMENTS
<p>Recommendation 1:</p> <p>Bring your progressive practice with partners and apply it to your internal transformation.</p> <p><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></p>	<p>Develop an organisational Transformation strategy with corporate oversight.</p> <p>To ensure we address elements of this specific recommendation, this strategy will need to reflect/incorporate the following principles.</p> <ul style="list-style-type: none"> • Our existing strengths-based approach. • 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. • Our future Digital infrastructure/Artificial Intelligence (AI) capacity and capability. • Alignment with our Workforce Strategy to ensure our organisation plan supports the Transformation ambitions and culture of the Council. 	<p>Director of Resources & Transformation/ People Assets Systems (PAS) /People Board</p>	<p>Completed</p>	<p>Transformation Strategy/Plan defined and will be aligned with the Vision 2034 and refresh of the Corporate Plan</p>
<p>Recommendation 2:</p> <p>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.</p> <p><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></p>	<p>Existing Head of Finance post repurposed to create a new/expanded Director role (development from existing Head of Finance and S151 responsibilities).</p> <p>Appoint a Director of Resources & Transformation to set strategic direction and lead the next phase of regeneration and service transformation.</p> <p>We will undertake a Budget Rebasing exercise to support outcome-based budgeting in the next budget setting round.</p> <p>We will increase participation in an enhanced employee reference group 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.</p>	<p>Chief Executive/ Leader</p> <p>Chief Executive/ Leader</p> <p>Head of Finance/CLT/Cabinet</p> <p>CLT/People Board</p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>	<p>Recruitment approved by Governance and Business Committee</p> <p>Recruitment concluded June 2023; appointment made. Director commenced September 2023</p> <p>Rebasing exercise informed financial planning process 2024/25</p> <p>Employee engagement element of transformation Programme. Work to enhance our employee engagement has commenced - examples include Leadership strand – Julie Jenkins CLT Lead. Equalities theme identified – Ian Day – CLT Lead. Further work will continue to help the employee reference group to become more empowered and seize elements of this agenda going forward.</p>

<p>Recommendation 3:</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>Develop a corporate transformation model to align all key support services under the leadership of the new Director of Resources & Transformation.</p>	Chief Executive /Leader	Completed	Role appointed September 2023
	<p>Undertake initial drafting of Business Plans 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 & Transformation</p>	CLT/ELT	Completed	Initial Business Plans scoped/completed – May 2023 and Updated April 2024
	<p>Review and remodel support functions through the Workforce Strategy to achieve priority outcomes of the council.</p>	Director of Resources & Transformation/Head of HR &OD/Cabinet Portfolio Lead – Resources	Completed	Workforce Strategy published, in implementation phase.
<p>Recommendation 4:</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"> • Tech/Creative Digital • Advanced Manufacturing • Hospitality • Health & Care • Housing providers 	Director of Regeneration & Strategy	Completed	<p>The business engagement team are building relationships with key sectors, from a strong base on their previous relationships with the hospitality sector. There will continue to be ongoing engagement throughout 2024.</p> <p>Collaboration via Year of Culture and at a West Yorkshire level to enhance relationships and grow capacity within the creative industries.</p> <p>Developing a clear strategy for employment support in health and care sectors, working closely with Calderdale College and CHFT.</p> <p>Calderdale Housing forum held on 5 September 2023 and collaborating with Together Housing Group on placemaking in North Halifax.</p> <p>Increased capacity in place to support business start-up in Calderdale, building on business growth offer.</p> <p>Recruitment progressing for supporting stronger sectoral engagement and inward investment, with funding in place.</p> <p>Commenced procurement of Developer Partner for Clifton Business Park</p>

	We will complete the ongoing review of our Inclusive Economic Strategy and implement its recommendations.	Director of Regeneration & Strategy	Completed	<p>A Refreshed Inclusive Economy Strategy and new Employment and Skills Framework have been developed which will provide the strategic direction for the Calderdale economy over the next 5 years.</p> <p>Both were approved by Cabinet at their meeting on 11th March 2024. Launch activities will take place with business and employers in summer 2024.</p> <p>Ongoing engagement in the development of WY Economic Strategy.</p>
	Following the adoption of our Local Plan we will rapidly progress key investor and developer relationships and complete the Supplementary Planning Documents (SPDs) .	Director of Regeneration & Strategy	Completed	<p>Excellent progress has been made towards adoption of SPDs. Custom & Self Build Housing, Garden Communities SPDs are now adopted.</p> <p>Affordable Housing, Masterplanning & Design Code, Biodiversity Net Gain, and Sustainable Drainage SPDs are all at various stages of the formal decision-making process.</p> <p>Full Council approved the SE Calderdale infrastructure funding strategy in February.</p> <p>Pre-application discussions have either been carried out or are underway with several important developers of Local Plan allocations, including the Garden Communities.</p> <p>Work also ongoing to ensure effective landowner collaboration for the Garden Communities.</p> <p>The Council has entered Planning Performance Agreements with several residential developers.</p>

<p>Recommendation 5:</p> <p>Be confident and clear with West Yorkshire Combined Authority about Calderdale's strategic asks.</p> <p><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></p>	<p>Complete exercise to identify priorities to pursue at a regional level. 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.</p> <ul style="list-style-type: none"> • <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> • <i>Local Plan delivery</i> • <i>Housing Development</i> • <i>Business Growth</i> 	<p>Director of Regeneration & Strategy /Leader</p> <p>Head of Communications</p>	<p>Completed</p>	<p>Initial priorities identified and being adapted into a live document that:</p> <p>a) maps our strategic alignment with the WY suite of strategy documents and</p> <p>b) outlines our current activities, priorities and asks under key themes.</p> <p>Ongoing refinement with input from lead officers.</p> <p>Used priorities work to input into Level 4 Devolution submission. This application received Council approval via Cabinet at their March 11th 2024 meeting.</p> <p>Calderdale to host next WY team awayday.</p>
	<p>Map the scale of resources received by Calderdale over the recent period, and the forward plan of funding, 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.</p>	<p>Director of Regeneration & Strategy / Assistant Director, Economy, Housing & Investment</p>	<p>Completed</p>	<p>Initial phase of mapping exercise is complete - Capital and revenue funding from WYCA mapped from 2022 to 2026, with key information on Investment Priority alignment and directorate. Follow up work on this will look further at unsuccessful bids and funding that is passported to others.</p>
	<p>We will secure investment and ensure effective preparation for the Calderdale Year of Culture.</p>	<p>Director Public Services</p>	<p>Completed</p>	<p>Core investment secured through WYCA (£890,000), Arts Council England (£650,000) and Heritage Lottery Fund (£250,000). Soft Launch held (Jan 24). Commissions, grant schemes and event planning ongoing.</p>
	<p>We will enhance targeted communication and public affairs work to increase our profile at both a regional and national level.</p>	<p>Director of Regeneration & Strategy /Head of Communications/Leader</p>	<p>Completed</p>	<p>Communications Plan agreed with Cabinet. Strengthening relationships with WYCA and other West Yorkshire local authorities. Capitalise on regional / national opportunities e.g., UKREiiF. West Yorkshire Mayoral programme established and underway to highlight progress on Council priorities e.g., visit to Beech Hill and Ogden Water (Feb 24). Comms plan to celebrate Vision 2024 / Year of Culture / 50th anniversary underway, raising the profile of the place regionally and beyond. Plans developing for the launch of Vision 2034 to encourage people to live, work, visit and invest in the borough.</p> <p>Climate Action Plan launched and being implemented – complementing the Leader's role as lead for delivery of sustainability mission in the Yorkshire Plan.</p>

<p>Recommendation 6:</p> <p>Prioritise CMBC's development of the Voluntary Community Sector (VCS) strategy in recognition of the impact on tackling inequalities.</p> <p><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></p>	<p>Building upon our acknowledged strong relationships we have in place; we will develop and co-produce a new VCS Strategy.</p>	<p>Director of Regeneration and Strategy/ Director of Public Services/Director of Public Health</p>	<p>Completed</p>	<p>Cross directorate work commenced June 2023.</p> <p>VCSE co production approach established and resources in place via the ICB for external facilitation of the Strategy development working alongside the VSI Alliance partners. Clear feedback from the VCSE sector that we need to take a longer time to ensure genuine engagement and meaningful development of the strategy. This was supported by the Peer review team when they visited.</p> <p>Revised deadline for final production of Strategy and launch in Summer 2024.</p>
	<p>Provide improved support to the Voluntary and Community Sector to help deliver this revised strategy and ensure we have consistency and transparency in our engagement with the sector to achieve the required outcomes.</p>	<p>Director of Regeneration and Strategy</p>	<p>Completed</p>	<p>Strategic discussion has begun with the VCSE sector following presentations to Place Leaders and Health and Wellbeing Board.</p> <p>Key themes and actions to be confirmed via development of the VCSE strategy.</p>