



Corporate Peer Challenge

February 2024

Joint Action Plan

Recommendation 1:

Articulate a shared ambition for the future of the Alliance

The peer team consider that there is benefit in more clearly articulating a shared ambition for the future of the Alliance – through an overarching plan - to understand the risks and benefits of the partnership.

Context of Recommendation

The peer team consider that a periodic governance review of the Alliance to understand the sharing arrangements, secure the partnership, to ensure its continued success and to mitigate risk, would be helpful to complement its overall robust approach to governance.

This review of the sharing arrangements regarding costs, how decisions are taken and how the value of the Alliance is fully understood by each of the two Councils, is no different to any other significant contract or partnership and would help ensure that the partnership continues to deliver for both HPBC and SMDC.

Inclusion of actions outstanding from January 2022 and CPC 2024 additional suggestions following review

Recommendation 1 - There is partnership development of aspirational visions for each place – generating a clearer focus on outcomes

Articulate a shared ambition for the future of the Alliance – through an overarching plan - to understand the risks and benefits of the partnership.

Actions Already Planned (Prior to Feb 2024 CPC)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
<p>Alliance Committed to a review of voluntary sector engagement to ensure that community-based aspirations are met</p>	<p>High Peak Full review of community based partnerships and relationships with the voluntary and community sector is a committed priority action in the Borough Plan - Review is complete and a draft report has been produced</p>	<p>High Peak – Consideration by the Community Select Committee and agreement by the Executive followed by implementation of the recommendations</p>	<p>Aug - 2024</p>	<p>High Peak Community</p>	<p>Community Services</p>	<p>Head of Climate Change & Communities</p>
	<p>Staffordshire Moorlands Full review of community based partnerships and relationships with the voluntary and community sector is a committed in a priority action in the Corporate Plan - review is in progress</p>	<p>Staffordshire Moorlands – Complete review and report to Community Overview & Scrutiny Panel with recommendations to Cabinet for agreement prior to implementation</p>	<p>Oct - 2024</p>	<p>Staffordshire Moorlands Community</p>	<p>Community Services</p>	<p>Head of Climate Change & Communities</p>
<p>Alliance Conduct a mapping exercise of sub regional and regional bodies for purposes of engagement around shared priorities</p>	<p>Alliance Full reviews of partnerships are committed priority actions in the Borough Plan and Corporate Plan - Reviews are complete and draft reports have been produced</p>	<p>Alliance – Consideration by the Community Select Committee / Community Overview & Scrutiny Panel with recommendations to Executive / Cabinet a implementation of the recommendations</p>	<p>Oct - 2024</p>	<p>High Peak Community Staffordshire Moorlands Resources</p>	<p>Community Services</p>	<p>Head of Climate Change & Communities</p>
	<p>Alliance It is proposed to Identify appropriate feedback arrangements of progress of individual partnerships to select committees / overview & scrutiny panels</p>	<p>Alliance Options / proposals for feedback arrangements are included in the recommendations from the review</p>	<p>Oct - 2024</p>	<p>High Peak Community Staffordshire Moorlands Resources</p>	<p>Community Services</p>	<p>Head of Democratic Services</p>
<p>High Peak ‘High Peak Together’ partnership brings together all community-based partners and meets on a quarterly basis. The partnership is reviewing its focus and developing a work programme to focus on shared priorities</p>	<p>High Peak Priority influencing objectives have been established and will be fed into the priorities for the High Peak Together partnership forum – this will take place once partnership and voluntary sector reviews are complete</p>	<p>High Peak Feed priority influencing objectives into High Peak Together partnership with a view to agreeing shared priorities</p>	<p>Dec - 2024</p>		<p>Community Services</p>	<p>Head of Climate Change & Communities</p>
		<p>High Peak Further review arrangements for High Peak Together and consider merging forum with High Peak Place Alliance</p>	<p>Dec - 2024</p>		<p>Community Services</p>	<p>Head of Climate Change & Communities</p>

Actions Already Planned (Prior to Feb 2024 CPC)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Staffordshire Moorlands 'Staffs Moorlands Together' strategic partnership is reviewing its operating model and is currently reviewing and agreeing its shared priorities	Staffordshire Moorlands Priority influencing objectives have been established and will be fed into the priorities for the partnership forum – this will take place once partnership and voluntary sector reviews are complete	Staffordshire Moorlands Feed priority influencing objectives into Staffs Moorlands Together partnership with a view to agreeing shared priorities	Dec - 2024		Community Services	Head of Climate Change & Communities
Alliance 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	Alliance Place based data has been reviewed and outcomes were fed into the development of the Borough / Corporate Plans – Additional locality specific analysis has been completed and presented to councillors	Alliance Use locality specific analysis to identify specific locality / ward issues and integrate into community leadership schemes - Refresh of the Community Leadership Schemes to be completed	Jan - 2025	High Peak Community Staffordshire Moorlands Community	Governance & Regulatory	Head of Democratic Services
	Staffordshire Moorlands Work with the newly formed Staffordshire Centre for Data Analytics Programme to identify opportunities to improve data understanding and use	Staffordshire Moorlands In progress – initial scoping meeting completed – awaiting completion of countywide exercise before considering next steps	Oct - 2024		Chief Executive	Head of OD & Transformation
Alliance Implement a planned biennial Place Survey process to inform the ongoing strategic planning processes	Alliance Place Surveys completed and results and improvement plan are being developed for consideration by members	Alliance Reports being compiled for presentation to Executive / Cabinet – will include the outcomes from the Customer Survey and Tenants Survey (High Peak)	Aug - 2024		Chief Executive	Head of Democratic Services

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Alliance Implement formal governance arrangements between the two Councils to oversee and direct the alliance		Alliance Formalise the Joint Awaydays process and establish a joint Cabinet / Executive forum	Sep - 2024		Governance & Regulatory	Head of Democratic Services

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Alliance Conduct a governance review of the operation of the Alliance		Alliance Identify impact, success and contribution of the Alliance to the Councils' priorities	Oct - 2024		Chief Executive	Head of OD & Transformation
		Alliance Review decision making and identify options for streamlining and improving	Oct - 2024		Governance & Regulatory	Head of Democratic Services
		Alliance Review the arrangements for sharing costs and efficiency benefits	Oct - 2024		Resources	Head of Finance
		Alliance Assess the future risks and opportunities	Oct - 2024		Chief Executive	Head of OD & Transformation
		Alliance Consider the arrangements for periodic reviews	Oct - 2024		Governance & Regulatory	Head of Democratic Services
		Alliance Consider outcomes from the review and report to members	Oct - 2024	High Peak Corporate Staffordshire Moorlands Resources	Chief Executive	Head of OD & Transformation
Alliance: Set out the formal operating arrangements for the Alliance		Alliance: Review and refresh the Concordat	Oct - 2024	High Peak Corporate Staffordshire Moorlands Resources	Governance & Regulatory	Head of Democratic Services
Alliance Increase the reputation of the Alliance		Alliance Produce and publicise case study	Oct – 2024		Chief Executive	Head of OD & Transformation

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Alliance Establish the shared ambitions of the Alliance in support of the Borough and Corporate Plans		Alliance Produce an overall overarching Alliance Strategy that sets out the shared ambitions of the Alliance in support of the Borough and Corporate Plans	Oct – 2024		Chief Executive	Head of OD & Transformation
		Alliance Identify further areas for closer joint working	Oct – 2024		Chief Executive	Head of OD & Transformation

Recommendation 2:

Modernisation of the digitisation programme and work environment

There is a necessity through the digitisation programme and modernising the working environment to now pick up pace, and this will support the delivery of the Council's ambitions.

Context of Recommendation

There is an opportunity for this to pick up pace and staff have told the peer team that they could be more productive if they had the next generation of ICT – described as “the woosh factor.”

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
<p>Alliance Implement short term improvements in the workplace environment</p>	<p>Alliance Agile working arrangements have been refined and current office accommodation requirements have been identified with standards for accommodation, furniture and IT equipment established</p>	<p>Alliance Procure new IT equipment to meet the new standard for all employees</p>	<p>Sep – 2024</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>
		<p>Alliance Concentrate employees in specific areas of Buxton Town Hall and Moorlands House and modernise the working environment</p>	<p>Sep – 2024</p>		<p>Chief Executive</p>	<p>Head of Assets</p>
	<p>High Peak Draft plans have been developed to improve democratic meeting space</p>	<p>High Peak Implement new short term arrangements for improving democratic meeting space in Buxton Town Hall</p>	<p>Aug – 2024</p>		<p>Governance & Regulatory</p>	<p>Head of Democratic Services</p>
		<p>Staffordshire Moorlands Discussions are ongoing with SCC in relation to the links with the Nicholson Institute including the library services</p>	<p>Staffordshire Moorlands Implement temporary combined reception with SCC Library with a view to developing a long term arrangement</p>	<p>Dec – 2024</p>		<p>Resources</p>
<p>Alliance Refresh the Alliance: Our Future Programme with a view to accelerating timescales for delivery</p>	<p>Alliance The Alliance: Our Future Programme has been launched and reviews are substantially complete for the first two service areas (Housing & Planning). A technology roadmap has been developed which identifies the priorities for IT application replacement. The second phase of reviews is being established – with the Assets service review about to commence as a priority</p>	<p>Alliance: Review and refresh the programme including the identification of resources required (ICT application investment, system replacement resource etc.) with a clear business case to secure financial investment</p>	<p>Oct- 2024</p>	<p>High Peak Corporate Staffordshire Moorlands Resources</p>	<p>Chief Executive</p>	<p>Head of OD & Transformation</p>
<p>Alliance Complete the asset reviews in respect of office accommodation</p>	<p>High Peak Initial discussions have commenced with councillors in respect of the future of Buxton Town Hall through the Assets Working Group</p>	<p>High Peak Complete Buxton Town Hall Review to determine the future direction (with business case) including exploring the potential of new accommodation as part of the Revitalising Buxton project; and identifying a future use for the town hall</p>	<p>Sep – 2024</p>	<p>High Peak Corporate</p>	<p>Resources</p>	<p>Head of Assets</p>
	<p>Staffordshire Moorlands Review of Moorlands House has commenced through the Assets Working Group. Office space consultants have been commissioned to support the finalisation of the review and the development of the future business case including procurement arrangements for implementation of the outcomes</p>	<p>Staffordshire Moorlands Complete the Moorlands House review with the business case for future arrangements and implementation of recommendations</p>	<p>Dec - 2024</p>	<p>Staffordshire Moorlands Resources</p>	<p>Resources</p>	<p>Head of Assets</p>

Recommendation 3:

Continue developing the positive impact of Scrutiny

The Alliance can continue developing the positive impact of Scrutiny. There may be further opportunities, particularly on some large topics, to pool the expertise across the Member base of the Alliance for undertaking joint scrutiny to expand the capacity and generate improved outcomes.

Context of Recommendation

Further informal joint working by Members building on the leisure collaboration and climate change, could be a real advantage. These are good examples of where this is working well across the Councils and the peer team would encourage the Alliance to consider how to expand this to other areas

Inclusion of actions outstanding from January 2022 and CPC 2024 additional suggestions following review

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

Pool the expertise across the Member base of the Alliance for undertaking joint scrutiny to expand the capacity and generate improved outcomes.

Actions Already Planned (Prior to Feb 2024 CPC)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Alliance Develop an approach to facilitate community engagement / involvement in scrutiny	<p>Alliance Community Select / Community Overview & Scrutiny work programmes include engagement with voluntary and community organisations</p> <p>High Peak Initial changes to public participation implemented for the Executive</p>	Alliance Options for increasing community engagement to be developed and discussed and for consideration at both Councils	Dec - 2024	<p>High Peak Community</p> <p>Staffordshire Moorlands Community</p>	Governance & Regulatory	Head of Democratic Services

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Alliance Explore and identify ways in which the joint scrutiny arrangements can be expanded	Alliance Joint scrutiny arrangements are currently in place to consider the new leisure delivery model	Alliance Establish a forum for representatives of two Councils scrutiny co-ordination panels to meet and consider potential options for further joint work	Sep - 2024		Governance & Regulatory	Head of Democratic Services
		Alliance Identify potential areas for further joint scrutiny	Nov - 2024		Governance & Regulatory	Head of Democratic Services
		Alliance Consider arrangements for formalising joint scrutiny co-ordination	Nov - 2024		Governance & Regulatory	Head of Democratic Services

Recommendation 4:

Council Controlled Companies

Ensure the Leisure LATCo does not lose the opportunity to support the Alliance's ambitions around culture and its health and wellbeing agenda; and periodically review the Council Controlled Companies to ensure that these are operating effectively and delivering outcomes

Context of Recommendation

The Leisure LATCo is a significant decision for the Alliance and from the peer team's discussions, there is an opportunity to ensure this is more widely understood across the Councils. This should not be solely planned and delivered on financial objectives but used to support the Alliance's ambitions around culture and its health and wellbeing agenda - so that the LATCo can be impactful as a delivery partner for these service areas.

The peer team heard about the positive impact of the Council Controlled Companies - Alliance Environmental Services (waste, street cleaning, grounds maintenance and fleet management) and Alliance Norse (facilities management and housing). This has a positive impact on the delivery of services but has also generated additional capacity and efficiencies. The peer team feel there is value in considering Member engagement in the Alliance's controlled companies, and there is external guidance and toolkits available in how to approach this for example through CIPFA and Local Partnerships. With these two existing companies and with the potential leisure company the Alliance should periodically review these to provide itself with the comfort that these are operating effectively and as anticipated.

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
<p>Alliance Ensure effective implementation of the new Leisure Council Controlled Company</p>	<p>Alliance: The preparatory work for the implementation of Alliance Leisure is well advanced to meet the target date of October 2024. The development has been overseen by the Joint Leisure Scrutiny Panel. The Executive / Cabinet have agreed the business case and proposed operating model. The company has been registered and an interim Managing Director has been appointed to oversee the transition</p>	<p>Alliance Implement the new Leisure Council Controlled Company to ensure a seamless transfer of the services currently provided externally into the new company</p>	<p>Oct - 2024</p>		<p>Governance & Regulatory</p>	<p>Head of Leisure & Environmental Services</p>
		<p>Alliance Further develop the business case to ensure that the Leisure Council controlled Companies fully explores the wider benefits to support the Alliance's ambitions around culture and its health and wellbeing agenda</p>	<p>Oct - 2024</p>	<p>High Peak Community Staffordshire Moorlands Service Delivery</p>	<p>Governance & Regulatory</p>	<p>Head of Leisure & Environmental Services</p>
		<p>Alliance Mobilise and implement a communications campaign to set out the arrangements and the Councils' intentions in relation to meeting their priorities</p>	<p>Sep - 2025</p>		<p>Governance & Regulatory</p>	<p>Head of OD & Transformation</p>
<p>Alliance Review the performance of the Council Controlled Companies to ensure that they are operating effectively</p>	<p>Alliance The commissioning arrangements for AES and Alliance Norse are currently being strengthened to ensure that there is increased councillor involvement in the strategy and direction of the companies in line with the Councils' ambitions and priorities</p>	<p>Alliance Agree new terms of reference for the AES Commissioning Board and Implement the new commissioning arrangements</p>	<p>Jul - 2024</p>		<p>Community Services</p>	<p>Head of Leisure & Environmental Services</p>
		<p>Alliance Agree new terms of reference for the Alliance Norse Commissioning Board and Implement the new commissioning arrangements</p>	<p>Jul - 2024</p>		<p>Resources</p>	<p>Head of Assets</p>
		<p>Alliance Conduct an initial review of the effectiveness of Alliance Norse (including the consideration of externally developed approaches and toolkits)</p>	<p>Nov - 2025</p>	<p>High Peak Corporate Staffordshire Moorlands Resources</p>	<p>Resources</p>	<p>Head of Assets</p>

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
		Alliance Conduct an initial review of the effectiveness of AES (including the consideration of externally developed approaches and toolkits)	Dec - 2025	High Peak Community Staffordshire Moorlands Service Delivery	Community Services	Head of Leisure & Environmental Services
		Establish the frequency of further reviews of Council Controlled Companies including Alliance Leisure	Dec - 2025		Community Services	Head of Leisure & Environmental Services

Recommendation 5:

Alliance position in response to devolution changes

Reflect and consider where the Alliance positions itself in response to devolution changes

Context of Recommendation

Everyone the peer team spoke to was positive about the Alliance, and the way in which it works – and there is a desire to hear about the next ‘step change.’ Staff are interested to know what is next and what the shared ambitions may be. The peer team heard about the devolution changes which are happening locally now and those which may follow in future years. It would be helpful for the Top Team to reflect and consider where the Alliance sits within this change process and how it positions itself in response to devolution changes requires consideration.

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
<p>Alliance Identify the current and potential future changes in respect of devolution</p>	<p>Alliance The Councils have provided input into the different approaches to devolution in the two counties – the potential benefits to Council in supporting delivery of priorities has been set out in regular reports and briefings to councillors</p>	<p>High Peak Set out the current position in respect of EMCCA and the Derbyshire Leadership Board and identify the implications for High Peak</p>	<p>Sep - 2024</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>
		<p>Staffordshire Moorlands Set out the current position with the Staffordshire Leaders Board, including the progress with seeking a devolution deal and outline the potential implications for Staffordshire Moorlands</p>	<p>Sep - 2024</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>
<p>Alliance Assess the impact of the current changes and the potential of future developments and identify the opportunities and threats to the Alliance</p>		<p>Alliance Consider the current position and potential future developments and identify threats and opportunities for the Councils individually and for the strategic alliance – this will be considered jointly by the Cabinet / Executive</p>	<p>Sep - 2024</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>

Recommendation 6

Develop more robust project and programme delivery in priority areas to facilitate funding and growth bids and to understand more clearly the budgetary impacts.

Context of Recommendation

Increase the pace of delivery with more robust project and programme governance: in the depots; in ICT; its office estate; in its assets; and in the climate change agenda so external funding bids and internal growth bids can be made by officers to understand more clearly the budgetary impacts. These projects will also support organisational culture change.

The Councils are on a journey of modernisation, and a timetabled modernisation agenda would now support the development of organisational culture and productivity.

The Councils have a MTFP in place and this should be commended but if the Councils are to invest: in the depots; in ICT; in its assets and estates; and in the climate change agenda then currently these lines are acknowledged in its plans but do not feature in them in any detail. The peer team recommend that this list of projects and business cases is developed so that this can be fully understood, and funding bids can be made by officers, to understand more clearly the budgetary impacts.

The Alliance may also want to consider the principles of providing 'value for money' or 'low cost' and what the means for the delivery of its ambitions. For instance, where this relates to staffing numbers the Alliance may want to consider how it invests its resources in its ambitions to deliver the outcomes it wants. Being seen as value for money is rightly important to the Alliance, and it will want to maintain this, but it does not mean that it should avoid committing resources which may otherwise limit its ability to deliver on its ambitions in the way that it would like.

Inclusion of actions outstanding from January 2022 and CPC 2024 additional suggestions following 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*

Produce annual delivery plans for the respective corporate plans - developed in line with the annual budget agreement process to assign resources and include in the performance framework

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
<p>Alliance Strengthen Programme and Project Management Arrangements to ensure that the budgetary impacts are understood and delivery timescales are met when projects are implemented</p>	<p>Alliance The Transformation Board programme management arrangements have recently been refreshed to ensure that there is a clear link of projects to the delivery of the Councils' priority actions. The Performance Framework has been revised to ensure that the Councils are understanding and driving priorities.</p>	<p>Alliance The new Performance Framework includes annual milestones for each of the projects which will form the basis of the performance reports to councillors</p>	<p>Jul - 2024</p>	<p>High Peak Corporate Staffordshire Moorlands Finance & Performance</p>	<p>Chief Executive</p>	<p>Head of OD & Transformation</p>
		<p>Alliance The development of the new MTFP will make clear which projects have developed to final business case and are included in the projections and which are at development stage – the costs of the emerging projects will be identified at all stages of business case development and inform the narrative in the MTFP in order to provide for funding bids</p>	<p>Oct - 2024</p>		<p>Resources</p>	<p>Head of Finance</p>
		<p>Alliance Ensure strategy and policy development arrangements recognise the need to clearly set out the financial implications of actions proposed</p>	<p>Oct - 2024</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>
<p>Alliance Establish and adopt clear Value for Money principles to inform service delivery and budget allocation including bids for growth</p>		<p>Alliance Revisit value for money principles and align with project management requirements for business case development</p>	<p>Dec - 2024</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>

Recommendation 7

Ensure that capacity, including around transformation, is focused in the right places, with ongoing support in place for the CEX to deliver the change programme and the ambitions at pace

Context of Recommendation

There is a lot of work required in the Workforce Strategy and Digitisation Strategy and the peer team see an opportunity to increase the pace on this by identifying further capacity to deliver it. The Alliance is actively looking at this but there is a need to focus on delivering this otherwise it may be a barrier for the workforce to continue to deliver on the ambitions of the Councils. A modern environment with effective ICT will provide staff with the tools they need to work effectively.

Digitalisation is welcomed by councillors as a culture of becoming more businesslike – with the digital programme partnered with SOCITM being the next important change in efficiency and customer focus. This is key and will require the commitment of funding and a continued focus over a longer period. This may well be a 10-year programme so will necessitate an ongoing focus and a commitment to embracing change.

Alliance should ensure capacity is focused in the right places.

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
<p>Alliance Ensure resources are in place to deliver the modernisation agenda</p>	<p>Alliance The Alliance: Our Future Programme is currently being reviewed and refreshed including the identification of the resources required to fully implement the programme. The additional capacity required in the transformation service is being identified. Some additional staff capacity is currently being recruited as part of the priority service review process</p>	<p>Alliance Further review the capacity of the OD & Transformation Service following the refresh of the Alliance: Our Future Programme</p>	<p>Sep - 2024</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>
		<p>Alliance Ensure that there is adequate capacity to implement the outcomes from the individual Alliance: Our Future service reviews including the resources required to implement new IT applications</p>	<p>Aug – 2024 (and ongoing)</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>
<p>Alliance Implement a programme of organisational cultural development to ensure that Alliance and Council Controlled Companies workforces are focussed on the Councils’ future ambitions</p>	<p>Alliance The development of Alliance: Our Culture has commenced. Draft culture principles have been developed and are currently being shared throughout the Alliance</p>	<p>Alliance Agree cultural principles and action plan for embedding new values</p>	<p>Sep - 2024</p>		<p>Chief Executive</p>	<p>Head of OD & Transformation</p>

Recommendation 8 (SMDC):

SMDC - Reflect and urgently focus on the Local Plan delivery; and provide further training to the Planning Application Committee on the complexity of the role, the formal administrative process, and the need to consistently apply national and local policies, legislation, and case law.

Context of Recommendation

There is a need to urgently reflect on the Local Plan delivery at SMDC - not from a planning perspective but that the housing delivery which communities need is dependent on this working effectively. Housing delivery numbers are a cause for concern at SMDC. Housing is key to the ambitions around regeneration and if numbers are increased there are wider community benefits. The Council has a commitment to building homes and the Local Plan should not be a barrier to it. This requires a degree of focus from Members and senior officers to urgently address.

Members of the SMDC Planning Committee would benefit from further training regarding the complexity of the role, the formal administrative process, and the need to consistently apply national and local policies, legislation, and case law.

The awareness around the risk of appeal costs and reputational damage needs to be improved. As Members are relatively new following the elections in May 2023 this does require immediate action as there is a risk to the Council.

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
<p>Staffordshire Moorlands Implement Plans to focus on Local Plan delivery</p>	<p>Staffordshire Moorlands The growth delivery position has been reviewed and the focus needed to address the shortfalls have been identified in the principles for a new Growth Strategy which is a commitment in the Corporate Plan. A housing delivery model is being developed for consideration, The Local Plan Steering Group is being mobilised to give early consideration to the next Local Plan review</p>	<p>Staffordshire Moorlands Develop and agree a new Growth Strategy</p>	<p>Oct - 2024</p>	<p>Staffordshire Moorlands Growth & Economy</p>	<p>Chief Executive</p>	<p>Head of Regeneration</p>
		<p>Staffordshire Moorlands Develop an approach to improving housing delivery including direct delivery by the Council</p>	<p>Aug - 2024</p>	<p>Staffordshire Moorlands Growth & Economy</p>	<p>Chief Executive</p>	<p>Head of Regeneration</p>
		<p>Staffordshire Moorlands Establish the Local Plan Steering Group and develop a work programme</p>	<p>Aug - 2024</p>		<p>Governance & Regulatory</p>	<p>Head of Development</p>
		<p>Staffordshire Moorlands Review and strengthen relations with Homes England and local affordable housing providers</p>	<p>Sep - 2024</p>		<p>Chief Executive</p>	<p>Head of Regeneration</p>
		<p>Staffordshire Moorlands Revisit progress with key sites allocated in the Local Plan and initiate discussions with owners about implementation</p>	<p>Sep - 2024</p>		<p>Chief Executive</p>	<p>Head of Regeneration</p>
<p>Staffordshire Moorlands Ensure that the Planning Applications Committee is effective</p>		<p>Staffordshire Moorlands Develop and implement a programme of training and development for the Planning Application Committee members</p>	<p>Aug - 2024</p>		<p>Governance & Regulatory</p>	<p>Head of Development</p>

Recommendation 8 (HPBC)

HPBC - Externally validate the work on the HRA Business Plan including the Social Housing regulatory requirements

Context of Recommendation

In complementing the work already being delivered internally on the social regulator changes, there is benefit in having external validation on the HRA Business Plan.

The peer team heard about lots of good work being done in this space at the moment by the Council through a fundamental review of the HRA Business Plan including developing a High Peak Decent Homes Standard - and would recommend that there is additional benefit in having an external view on this for the Council.

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
<p>High Peak Ensure ongoing compliance with the Social Housing Regulatory Framework</p>	<p>High Peak There has been a great deal of focus on the new regulatory framework. The Council has implemented a significant amount changes to ensure compliance and has been tracking progress. The compliance dashboard is currently being converted to match the required consumer standards. A Housing Board has been established to provide overview and scrutiny of the housing function. The Council has been subject to a regulatory inspection during May and June.</p>	<p>High Peak Complete the regulatory compliance dashboard to provide ongoing assurance on compliance – including the consideration of periodic external validation</p>	<p>Jul- 2024</p>	<p>High Peak Housing Board</p>	<p>Resources</p>	<p>Head of Housing</p>
		<p>High Peak Review the findings from the RSH inspection and prepare and implement an action plan in response to the recommendations</p>	<p>Jul- 2024</p>	<p>High Peak Housing Board</p>	<p>Resources</p>	<p>Head of Housing</p>
		<p>High Peak Complete the development of a Housing performance dashboard and integrate into the Council's performance framework</p>	<p>Jul- 2024</p>	<p>High Peak Housing Board</p>	<p>Resources</p>	<p>Head of Housing</p>
<p>High Peak Develop a new 30 year HRA Business Plan</p>	<p>High Peak The development of a new 30-year HRA Business Plan has commenced. Members are actively involved in the process and have recently agreed a vision. Initial financial projections have been completed but await the outcome of the stock condition survey refresh which is currently in progress</p>	<p>High Peak Complete the 30-Year HRA Business Plan</p>	<p>Dec - 2024</p>	<p>High Peak Housing Board</p>	<p>Resources</p>	<p>Head of Finance</p>

Further Recommendations in Respect of 2022 CPC Actions

2022 - Recommendation 2 - Residents and Staff Surveys

- There is an opportunity to consider rolling out the good practice taken with residents and staff surveys to local businesses to gather routine and regular feedback in the same way.

2022 - Recommendation 3 – Top Team Development

- The vacancy in the Alliance Leadership Team (ALT) provides an opportunity to recruit to add to the skill set to support the delivery of the Councils' ambitions – potentially an outward focus on the place, internal modernisation or on maximising the future potential of the Alliance partnership.
- The Alliance's staffing structure was described to the peer team as 'flat' and as a potential barrier for both succession planning and strategic leadership.

2022 - Recommendation 5 – Climate Change Ambitions

- The Alliance may find value in considering revisiting their Climate Change ambitions, relaunching, and communicating the plans and programme so there is collective clarity on this work

2022 – Recommendation 8 - Communications and Engagement Strategy

- Rollout the councillor case management system to help better management of councillor case work and ensure an effective and consistent response
- Finalise the Communications Strategy (work already in progress) to ensure that external communications and engagement with partners is managed and that other public sector, voluntary and business sector partners are aware of what each of the Councils are doing and how they can work together towards the achievement of shared ambitions

Actions Already Planned (Prior to Feb 2024 CPC)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Alliance Achieve Silver accreditation for Carbon Literacy.	Alliance Requirements for Silver level accreditation are met – application was originally to be submitted in February 2024 - Preparedness for application is currently under review following changes to the accreditation requirements	Alliance Approach to be determined and actioned	Sep - 2024		Community Services	Head of Climate Change & Communities
Alliance Further member training on carbon literacy	Alliance Elected Members received an introduction to climate change as part of the induction programme. More detailed carbon literacy training with a focus on the members of the Planning Committees and the Climate Change Working Groups is currently being developed	Alliance Final proposals to be developed once Carbon Literacy accreditation approach is determined	Sep - 2024		Community Services	Head of Climate Change & Communities
Alliance Implement monthly Climate Change and Bio-Diversity Group with representatives from each service	Alliance Group is well-embedded and has met monthly since March 2022. Arrangements have been reviewed and the process is underway to split the group into two streams: climate change and nature recovery and each will focus on delivery of their specific strategies	Alliance Work in progress in order to ensure responsibility for delivery is identified effectively before arrangements are finalised	Sep - 2024		Community Services	Head of Climate Change & Communities
Alliance Production of strategies to set out arrangements for engagement, consultation and communications	Alliance Consultation and Engagement Strategies agreed and implemented – improvements in progress and nearing completion	Alliance Communications Strategies to be refreshed following appointment of Policy Officer (Communications)	Dec - 2024		Chief Executive	Head of OD & Transformation

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Alliance Roll out surveys to local businesses to gather routine and regular feedback		Alliance Review communications with business and consider a regular formal business survey. This could be used to inform implementation of the priority actions in relation to the Councils' objectives and priorities in relation to business support	Oct - 2024		Chief Executive	Head of Regeneration

New Actions (Emerging from the Feb 2024 CPC Recommendations)	Progress as at June 2024	Ongoing Actions	Timescales for Completion	Scrutiny Work Programme	ALT Lead	AMT Lead
Alliance Review Alliance Leadership Team (ALT) to recruit to the current vacancy by adding to the existing skill set to support the delivery of the Councils' ambitions	Alliance ALT structure reviewed and proposals to create a new outward focussed Executive Director (Community Services) agreed – Recruitment to the new post in progress	Alliance Complete recruitment process for Executive Director (Community Services)	Jul - 2024		Chief Executive	Head of OD & Transformation
Alliance Review service staffing structures to ensure they accommodate succession planning / leadership	Alliance Reviews completed for Development Services and Communities & Climate Change which are in the process of implementation	Alliance Further service structure reviews are in progress (Environmental Health and Assets) – Reviews of other service areas will be completed and finalised following the appointment of the new Executive Director	Nov - 2024		Chief Executive	Head of OD & Transformation
Alliance The Alliance may find value in considering revisiting their Climate Change ambitions, relaunching, and communicating the plans and programme so there is collective clarity on this work		Alliance Review the existing part 1 and 2 plans and create a separate strategy with a single comprehensive plan which is more easily navigable. Within the plan the aims that the Councils have operational control over and those we can influence will be clearly identified	Dec - 2024	High Peak Community Staffordshire Moorlands Community	Community Services	Head of Climate Change & Communities
		Alliance Review Council actions and develop clear responsibilities for delivery including an assessment of capacity	Sep - 2024		Chief Executive	Head of OD & Transformation
Alliance Rollout the councillor case management system to help better management of councillor case work and ensure an effective and consistent response	Alliance Pilot has been operating for a number of months in order to iron out issues prior to implementation	Alliance Full rollout of member case management system	Sep - 2024		Governance & Regulatory	Head of Democratic Services