

## LGA Corporate Peer Challenge – Action Plan

No	Recommendation from the peer team	Our response and current/planned action	Timescale	Lead Officers	Update (April 2022)
1.	Continue to establish and communicate to councillors and staff a clear understanding of the Council's financial position and priorities, including the implications of the Asset Management Plan. Develop a Medium-Term efficiency strategy for CLT to implement and be accountable for. This needs to be progressed at pace to enhance efficiency and productivity going forward.	<ul style="list-style-type: none"> <li>Member development session to increase understanding of local government finance and risk</li> <li>Ensuring that finance and risk form a key part of the member induction process following the May 2023 election</li> <li>Revised Asset Management Strategy and Plan is being developed and will include key financial and risk information to ensure informed decision making</li> <li>Efficiency strategy has been incorporated into the comprehensive Organisational Development Programme</li> </ul>	<p>Nov 2021</p> <p>May – Jul 2023</p> <p>2022/23</p> <p>Apr 2022</p>	<p>TC</p> <p>JB / TC</p> <p>NJ</p> <p>RON</p>	<p>Completed</p> <p>Draft Strategy and Plan developed</p> <p>Organisational Development Programme developed and approved (Cabinet 26.04.22)</p>
2.	Evaluate and understand the learning and impact of the Covid 19-response (the accelerated and fast paced digital transformation, overall change of pace, resource realignment, direct and immediate staff communication.) Pause, reflect, and plan a clear organisational development programme and timetable highlighting the drivers and benefits to be realised. Align the programme to those drivers for change.	<ul style="list-style-type: none"> <li>Development of a comprehensive Organisational Development Programme, drawing upon the learning of the Covid-19 pandemic</li> </ul>	April 2022	RON	Organisational Development Programme developed and approved (Cabinet 26.04.22)
3.	Communicate effectively about the future organisational requirements with all stakeholders, particularly staff and Members. Conversations of this nature will build trust,	<ul style="list-style-type: none"> <li>Improvements to managers e-bulletin and sequencing of communication messaging</li> <li>New hybrid working approach emphasises need for in-person team meetings, PDRs and collaborative opportunities</li> </ul>	<p>From Nov 2021</p> <p>Apr 2022</p>	<p>MA</p> <p>RON</p>	<p>Enhanced managers bulletin</p> <p>Draft Hybrid working approach developed – consultation stage</p>

	increase knowledge, and support the effective implementation of the new ways of working.	<ul style="list-style-type: none"> <li>Scrutiny project re: member development including induction process</li> <li>Communications and Marketing review to include renewed focus on internal communications</li> </ul>	2022  Finalised July 2023	RA  DR/MA	Planned for 2022/23 to inform improvements for post 2023 election.  Review progressing with priority areas agreed and further research, discussion and options papers commissioned.
4.	Consider significant decisions regarding structures, capacity, and finances in the light of the uncertainties of the current landscape reflecting on heightened risk and focusing on property and income generation, which are ongoing challenges to your organisation. This includes the economic climate, an increase in homeworking across the economy, and post-Brexit uncertainties. Investment plans could all be affected by these changes.	<ul style="list-style-type: none"> <li>Revised Risk Management Strategy to take into account these key issues</li> <li>Updated Strategic Risk Register and focus on service risk registers</li> <li>Improved risk consideration in key decision reports</li> <li>Improved risk consideration as part of project development and business cases via Project Management Office</li> </ul>	Feb 2022  July 2022  2022/23  April 2022 onwards	DR  DR / GI  ALL  RON	Complete – approved by Council in Feb 2022  Strategic Risk Register updated and focus sessions planned for services in early 2022/23  Key part of the Organisational Development Programme and Project Management Office improvements.
5.	Develop a social investment plan / approach which includes measurable targets on areas such as deprivation and improving outcomes for vulnerable communities to ensure that no-one is left behind as Chesterfield's economy grows.	<ul style="list-style-type: none"> <li>Council Plan Delivery Plan for 2022/23 includes the following priority: Build upon our Covid-19 community recovery approach by embarking on the development of a social investment initiatives. Key activities include: <ul style="list-style-type: none"> <li>Social value in procurement</li> <li>Localism rights</li> <li>Community development and delivery approach</li> <li>Community and voluntary support and funding</li> <li>Community Infrastructure Levy neighbourhood portion review</li> </ul> </li> </ul>	Mar 2023	DR	Key workshops have taken place and key research, discussion and options papers commissioned.

		<ul style="list-style-type: none"> <li>○ Maximising benefits from community partnership arrangements including integrated care systems</li> </ul>			
6.	Recognise that following the prolonged and continuing impact of the pandemic your staff are, like many others, suffering from fatigue and therefore highly likely to impact upon your capacity to deliver. Ensure that CBC has robust, sustainable resources in place to deliver across the life of the transformation programme (project and programme management, organisation/job redesign, staff consultation, change management).	<ul style="list-style-type: none"> <li>● Additional days leave granted for 2022/23 to thank staff for hard work during pandemic</li> <li>● Focus on wellbeing with refresh of Mental First Aiders training, promotion of employee assistance scheme and access to occupational health</li> <li>● Implementation of the Project Management Office</li> </ul>	<p>Apr 2022</p> <p>Mar 2023</p> <p>Apr 2022</p>	<p>GM</p> <p>GM</p> <p>GM</p>	<p>Implemented for 2022/23 leave year</p> <p>Recruitment has taken place for Project Management Office Manager.</p>
7.	Recognise and relaunch your visible leadership to engage, consult and deliver, identifying structural, financial, and community benefits for Chesterfield. As well as the Chief Executive and Leader, this should be reinforced and supported by the wider leadership team.	<ul style="list-style-type: none"> <li>● See recommendation 3</li> <li>● Enhanced use of videography to engage employees and members in key messaging</li> <li>● Refreshed approach to managers seminars and Tier 4 development meetings</li> </ul>	<p>Apr 2022</p> <p>Jul 2022</p>	<p>MA</p> <p>GM</p>	<p>More frequent CEX videos and content</p>