

## PORATE PEER CHALLENGE – DRAFT ACTION PLAN 2022/23

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads
1.	<p><b>Corporate Plan, Vision and Priorities</b></p> <p>Use the proposed review of the Corporate Plan, later this year, to define and articulate a clearer, shared vision and priorities for both the Council and Place with officers, members and partners and ensure resources are aligned to this.</p>	<p>Develop Pendle Profile, hold workshop with Members, and hold engagement sessions with partners and targeted groups.</p> <p>Agree priorities with Members.</p> <p>Carry out further consultations.</p> <p>Produce draft Plan alongside Medium Term Financial Plan.</p> <p>Approval of Plan at Budget Council meeting.</p>	<p>September 2022</p> <p>September 2022</p> <p>October 2022</p> <p>January 2023</p> <p>February 2023</p>	<p>Council Leader</p> <p>Chief Executive</p> <p>Chief Finance Officer</p> <p>Localities and Policy Manager</p>
2.	<p><b>Performance Management Framework</b></p> <p>Review the Council's performance management framework to ensure that it is aligned to the re-set of the Council vision and strategic priorities. It is important that this is focussed on helping the Council measure what matters most.</p>	<p>Quarter 1 report to Policy and Resources Committee.</p> <p>Quarter 2 report to Policy and Resources Committee.</p> <p>Quarter 3 report to Policy and Resources Committee.</p>	<p>July 2022</p> <p>October 2022</p> <p>January 2023</p>	<p>Chief Executive</p> <p>Chief Finance Officer</p>

	<b>Key Recommendation and Required Action</b>	<b>Milestones</b>	<b>Milestone Due Date</b>	<b>Leads</b>
	Based on the revised Corporate priorities for 2022/23 review risk registers and service plans to reflect these. Establish quarterly performance clinics and submit quarterly reports to Policy and Resources Committee.	Quarter 4 report to Policy and Resources Committee.	May 2023	
3.	<b>Performance Appraisals</b>  Implement/fully roll out the revised performance development appraisal process and ensure this reaches all staff. This will provide opportunities to identify development needs in support of the Council's Transformation programme.	<p>Research best practice and develop process.</p> <p>Undertake communication to staff, training and implementation of new process.</p> <p>Review and evaluate new process.</p> <p>Add any new values to process to run from April 2023.</p>	<p>July 2022</p> <p>September 2022</p> <p>January 2023</p> <p>March 2023</p>	Chief Executive HR Manager Service Managers
4.	<b>Organisational Structure and Governance</b>  Ensure both the proposed leadership and management re-structure and review of governance and decision making are aligned to the Corporate Plan. It is important that the Council's strategic vision and priorities are used to guide future ways of working.	Review how senior roles can be aligned to corporate priorities.	September 2022	Chief Executive HR Manager

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads
5.	<p><b>Governance and Decision Making</b></p> <p>Identify and source independent peer support for the proposed review of governance and decision making e.g. Local Government Association, Planning Advisory Service or Centre for Governance and Scrutiny. The peer team's observations on areas to consider in the proposed review are</p> <ul style="list-style-type: none"> <li>• <b>Planning</b> – consider cost, capacity, speed of decision making and public perceptions/experience of the current approach involving both Area Committees and Policy and Resources Committee</li> <li>• <b>Policy and Resources Committee</b> – ensure this committee is able to focus on the bigger, strategic issues facing the Council and that it does not become pre-occupied with routine planning applications and other non-strategic or operational matters</li> </ul>	<p>Report to Council on move to Planning Committee.</p> <p>Implement change to Planning Committee.</p> <p>Report to Council on change from Committee System to Executive Leader/Cabinet arrangement.</p>	<p>May 2022</p> <p>September 2022</p> <p>May 2022</p>	<p>Council Leader Chief Executive</p> <p>Corporate Director Planning, Economic Development and Regulatory Services Manager Head of Democratic Services</p> <p>Council Leader Chief Executive Corporate Director</p>

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads
	<ul style="list-style-type: none"> <li>• <b>Call In</b> – review the call in procedure to ensure it is still being used as intended e.g. in exceptional circumstances</li> <li>• <b>Election Cycle</b>- the peer team heard from some members and officers who are keen to explore (acknowledging that this was looked at previously) the potential, working within the required legal framework, of four yearly elections. This is in the context of the ongoing financial challenges facing the Council and the need to ensure any party in control is able to take longer term, bold and difficult decisions</li> <li>• <b>Protocol for streaming and recording meetings</b>- consider developing approaches to improve accountability, transparency and public access</li> </ul>	<p>Report to Council on revisions to Constitution needed to implement change from May 2023.</p> <p>Report to Council on possible changes.</p> <p>Report to Council on possible change.</p> <p>Report to Policy and Resources Committee and Council</p>	<p>December 2022</p> <p>July 2022</p> <p>July 2022</p> <p>September 2022</p>	<p>Corporate Director</p> <p>Council Leader Chief Executive Corporate Director</p> <p>Corporate Director Head of Democratic Services</p>
6.	<p><b>Medium Term Financial Strategy</b></p> <p>Ensure strong, strategic decision making to meet the financial challenges ahead. This includes</p>	<p>Initial report on the Medium Term Financial Strategy to</p>	<p>July 2022</p>	<p>Council Leader Chief Executive Chief Finance Officer</p>

	<b>Key Recommendation and Required Action</b>	<b>Milestones</b>	<b>Milestone Due Date</b>	<b>Leads</b>
	<p>the proposed transformation programme which will include looking at the future strategic Leisure offer for Pendle and the Liberata Contract which includes many of the Council's strategic services</p> <p>Update the Medium Term Financial Strategy to align with the 2022/23 new corporate priorities whilst also reflecting the need for budget savings and the outcomes of the Transformation Programme work including the Liberata contract and the Pendle Leisure Trust contract.</p>	<p>Policy and Resources Committee.</p> <p>Second report on the Medium Term Financial Strategy to Policy and Resources Committee.</p> <p>Council approval of budget for 2023/24.</p>	<p>December 2022</p> <p>February 2023.</p>	Transformation Director
7.	<p><b>Capital Budget</b></p> <p>Ensure project and programme management capacity to maintain momentum on delivery of major capital projects and secure funding for the programme as a whole.</p> <p>Review the Capital Programme as part of the Medium Term Financial Strategy including external review of the overall funding of the Programme. Funding to be dependent on the corporate priorities and</p>	<p>Initial report on the Medium Term Financial Strategy including review of capital programme to Policy and Resources Committee.</p> <p>Second report on the Medium Term Financial Strategy including review of capital programme to Policy and</p>	<p>July 2022</p> <p>December 2022</p>	Chief Executive Chief Finance Officer

	<b>Key Recommendation and Required Action</b>	<b>Milestones</b>	<b>Milestone Due Date</b>	<b>Leads</b>
	affordability of schemes and taking into account additional resource for the Nelson Town Deal and LUF schemes in Colne already in place.	Resources Committee.  Council approval of Capital Programme for 2023/24.	February 2023	
8.	<b>Transformation</b>  Ensure clear and frequent internal communication and engagement on the purpose of the Transformation Programme. The Council should ensure the whole organisation has a focus, commitment and relentless drive on the Programme in order to meet the financial challenges ahead.	Initial report to Policy and Resources Committee setting out governance and arrangements for delivery of Programme.  Quarterly progress report including establishment of Member Reference Group to Policy and Resources Committee.  Engagement and communication with all staff.  Quarterly progress report to Policy and Resources Committee.  Quarterly progress report to Policy and Resources Committee.  Quarterly progress report to Policy and Resources Committee.	March 2022  May 2022  July 2022  August 2022  November 2022  February 2023	Chief Executive Transformation Director

	<b>Key Recommendation and Required Action</b>	<b>Milestones</b>	<b>Milestone Due Date</b>	<b>Leads</b>
9.	<p><b>Strategic Housing</b></p> <p>Use the review of the Corporate Plan ( to be undertaken later this year) and new ways of working developed through the Transformation Programme, to bring a renewed focus on the delivering the Council’s strategic housing priorities. Progress on the new Pendle Local Plan, including the Borough’s agreed housing requirement, will be key.</p>	<p>(See above for milestones on development of new corporate plan).</p> <p>Report to Policy and Resources Committee on initial consultations required for preparation of new Local Plan.</p> <p>(further milestones to be added)</p>	<p>June 2022</p>	<p>Chief Executive Planning, Economic Development and Regulatory Services Manager</p>