

REVIEW OF PROGRESS ON CORPORATE PEER CHALLENGE ACTION PLAN

1.0 Purpose of Report

1.1 To advise Members of progress on the Corporate Peer Challenge Action Plan.

2.0 Background

2.1 At its meeting on 1 December 2016 the Policy & Finance Committee considered a report on the findings of the Corporate Peer challenge held on 19 to 21 July 2016 and approved an action plan. Updates on the action plan were considered by the Policy & Finance Committee in November 2017 and it was further agreed that an interim report be considered in approximately 6 months.

3.0 Introduction

3.1 Attached as an **Appendix** to this report is the approved action plan which details the agreed actions together with a note of progress made and revised target dates for completion of relevant actions.

3.2 As Members will be aware, the Councillors' Commission have completed a review of the Councils' existing governance arrangements and Full Council noted the outcome in February 2018.

3.3 Work is ongoing on developing and improving the Members' extranet, with a new committee management software solution scheduled to go live in June 2018.

3.4 Regarding officer training and development, the Council is progressing the third cohort of the MPA programme through a mixed delivery model of face to face and online learning. The appraisal process, HR Strategy and Workforce Development Plan are currently being reviewed and will link to succession planning.

4.0 RECOMMENDATION

That progress on the Corporate Peer Challenge Action Plan be noted.

Reason for Recommendation

To inform Members of progress against the Corporate Peer Challenge Action Plan.

Background Papers - Nil

For further information please contact Kirsty Cole on Ext 5210.

Kirsty Cole
Acting Chief Executive

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RECOMMENDATION 1

Undertake a review of the impact of your governance arrangements and consider how effective the Council’s political decision-making machinery is.

AGREED ACTIONS	ACTION BY	DATE	NOTES
1. Consider C21 century public servant, C21 Councillor and future issues facing Council and determine what governance system presents the ‘best fit’ – report to be considered by Councillors Commission.	Councillors Commission (Kirsty Cole/ Nigel Hill).	Ongoing	Members were surveyed and the results were presented to the Councillors Commission on 25 January 2018. From the limited number of survey returns the consensus from Members’ was that the current governance system was the best fit. It was felt by those Members that completed returns that the committee system was more democratic and gave Members a stronger voice.
2. Look at areas of duplication in current committee structure. Can existing system be streamlined? Can overview and scrutiny be strengthened?	Councillors Commission (Kirsty Cole/ Nigel Hill).	Ongoing	From the limited number of survey returns the view was that there should be no change to the current committee structure and there was no expression to create a dedicated overview and scrutiny committee.
3. Consider the Council’s experience of the Committee system since its reintroduction and assess options for retaining or adapting the current arrangements or changing to a Cabinet and Scrutiny system – to be considered by Councillors Commission and Council.	Councillors Commission (Kirsty Cole/ Nigel Hill).	Ongoing	From the limited number of survey returns there was no evidence of any appetite to change the existing governance arrangements. Given the lack of support for a move to a Cabinet system any further consideration would be deferred at the current time.

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RECOMMENDATION 2

Improve communications with and involvement of back bench Councillors.

AGREED ACTIONS	ACTION BY	DATE	NOTES
1. Can overview and scrutiny role be strengthened?	Councillors Commission (Kirsty Cole/ Nigel Hill).	Complete	Members were surveyed and the results were presented to the Councillors Commission on 25 January 2018. Members' view was that the current Overview and Scrutiny role was sufficient.
2. Further develop Member extranet to i) Develop the range of information available ii) Improve the interface for users iii) Support councillors in their ward/community leadership roles	Nigel Hill/ Sharon Parkinson.	June 2018	A new committee management system has been procured and will go live in June 2018, which will improve the way Councillors access Committee papers. A continual review of the extranet is ongoing.
3. Continuing consultation with and involve all Councillors so that their views on future communications and the extranet are taken into account.	Nigel Hill/Sharon Parkinson/ Communications Team.	Ongoing	Members will be kept informed the through Councillors Commission.

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RECOMMENDATION 3

Take steps towards achieving greater influence over other decision-makers and service providers in the area.

AGREED ACTIONS	ACTION BY	DATE	NOTES
1. Set out the Council's partnership/collaboration agenda and how we intend to develop it in the future.	CMT.	30/04/18	Organisational Development are undertaking a comprehensive review of the Council's significant partnerships and are now producing an up to date partnership map for CMT consideration.
2. Engage actively outside bodies/partnerships where they are relevant to the Council's objectives and cease involvement where the Council does not actively engage at present.	CMT/Nigel Hill/ Organisational Development	30/06/18	Following the partnership map review, consideration will be given to which outside bodies/partnerships the Council are involved in which support the Council's corporate priorities.
3. Review membership of / attendance by officers on outside bodies to determine relevance and review member representation on outside bodies.	CMT/Nigel Hill.	Complete	Current Outside Bodies representatives approved at Full Council in May 2017, following a detailed review by the Councillors Commission.

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RECOMMENDATION 4

Embed the changes to operational culture to make the move to the new office a success. Maximise the benefits of the ‘my themes’ groups, which staff value, to help establish a collaborative and inclusive working culture across business units.

AGREED ACTIONS	ACTION BY	DATE	NOTES
<p>1. Draw on the experience of the Moving Ahead project and consider whether a ‘Transformation Team’ is required for future changes following the move to the new offices.</p>	<p>CMT/Moving Ahead Team Matthew Finch/ Deborah Johnson</p>	<p>Complete</p>	<p>A 100 day review was undertaken in January 2018 which included a full staff and partner survey comparing pre and post move results. Overall, 88% of staff responded to say that their move experience could not have been improved, 93% of staff and partners reported positively that working in a neighbourhood had a positive impact on their ability to work with their team and other business units and 97% of Staff now feel they are fully equipped for agile working. CMT received the feedback in February 2018 and the results will be published to staff shortly.</p> <p>Where transformation culture is required, the Council have developed a blueprint for future projects which has agreed by the Moving Ahead Programme Board as a guide for future corporate programmes and projects.</p> <p>The ‘Transformation Team’ has been superseded by the Council’s Commercials Team. Following the publication of the Council’s Commercial Strategy and Investment Plan, the Commercials Team has been developed to consider delivery of Council’s services with a view to improve efficiency and generate income.</p>

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RECOMMENDATION 5

Consider how to future-proof the organisation with succession planning, building on the investment in staff development.

AGREED ACTIONS	ACTION BY	DATE	NOTES
1. Continue to encourage and support development through the MPA programme and use of development programmes such as the NGDP.	HR	Ongoing.	<p>Cohort 1 have now successfully completed their MPA. Cohort 2 will complete their final year in the Summer of 2018 and Cohort 3 continue to complete the MPA through a mixed delivery model of online and face to face learning.</p> <p><u>NGDP</u> Both of the National Management Trainees (NMT) have now completed their fixed term contracts. One of the NMTs secured a full time role at Rushcliffe whilst the other returned to full time education.</p> <p>HR are considering use of the Apprenticeship Levy to fund future education at a Masters level.</p>
2. Identify and nurture 'future stars' and talent throughout the organisation through the GNSR Talent Development Framework.	CMT/HR	Ongoing	NSDC continue to provide development opportunities for those employees identified as having potential. Examples include allocation to/involvement in corporate based projects and following the recent departure of the Chief Executive and Director Communities, work activities have been allocated amongst existing staff as a means of providing development opportunities.
3. Update competency framework for NSDC (and wider GNSR if possible) to reflect skills/attributes of the 21 Century Public Servant	CMT/HR	30/04/18	To be completed.
4. Ensure that any skills/knowledge gaps are addressed through personal appraisals/training and development plans.	CMT/HR	30/04/18	Ongoing

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5. Facilitate formal mentoring/shadowing /secondments involvement in projects where appropriate in line with the Talent Development Framework.	CMT/HR.	Ongoing	Ongoing
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RECOMMENDATION 6

Refine your strategy for joint working and shared services to make it more focused. Develop a more coherent approach with nearby districts and other agencies to improve resilience and reduce costs.

AGREED ACTIONS	ACTION BY	DATE	NOTES
<p>1. Continue to actively explore opportunities for joint working with local partners including:</p> <ul style="list-style-type: none"> i) seeking to develop agreement to clear goals around shared service development with partners ii) actively promoting and resourcing change programmes to accelerate shared services where agreement can be reached iii) clearly communicating goals around shared services so they are understood throughout the Council 	CMT.	Ongoing	<p>The Council has well established shared services arrangements with neighbouring authorities such as East Midlands Building Consultancy partnership. However, the focus on collaborative partnerships has now moved to an emphasis on ‘Place’ and offering a number of public sector services from one location. For example:</p> <ul style="list-style-type: none"> • Castle House, (the Council’s new headquarters), now has 7 partners (including DWP, Probation, Citizens Advice, YMCA), co-located in the building providing a single point of access for residents and customers. • The Public Sector Hub in Ollerton is currently being developed and will co-locate a range of public sector services from one location including the CCG, District Council and a GP surgery. • Ollerton Outreach Club offers a range of public sector services such as DWP, Council’s Customer Services Team and operates out of Ollerton and Boughton Town Council building 2 days a week.

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RECOMMENDATION 7

Develop a co-ordinated engagement strategy – with staff, residents, external stakeholders and Members, enabling all parties to influence service changes into the future.

AGREED ACTIONS	ACTION BY	DATE	NOTES
1. Development of an engagement strategy which pulls together the communication, consultation and engagement priorities of the Council into a single approach.	CMT/Organisational Development	Complete	Strategy approved by CMT in June 2017.
2. Review/update of communications strategy to ensure that it remains fit for purpose in accordance with above.	HR/Communications	Complete	Strategy approved by CMT in January 2018.

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RECOMMENDATION 8

The Council has achieved a lot and is looking to do a lot more for the benefit of its community so those successes should be celebrated.

AGREED ACTIONS	ACTION BY	DATE	NOTES
1. Continue to take a pro-active approach to engaging with media and the community in demonstrating the Council's successes.	CMT/ Communications Team.	Ongoing	<p>The Communications team utilise a full media mix to engage with the media including press releases, local news channels (TV and Radio), publications such as the Voice and via an number of social media channels (Facebook, Twitter, YouTube, LinkedIn, Instagram, Flickr) to publicise the Council's successes.</p> <p>The Council host an Annual Volunteer Celebration celebrating the Districts Volunteers and promote significant Council decisions and events through our website.</p>
2. Pursue recognition through national awards where appropriate.	CMT/Business Managers	Ongoing	<p>The Council continues to pursue recognition through national awards. Notable successes include:</p> <ul style="list-style-type: none"> • The Council has been shortlisted as a finalist in the Local Government Chronicle Council of the Year Awards 2018. The winner will be announced on 21 March. • The Council has been named one of eight finalists by Inside Housing in the Strategic Local Authority of the Year Award category at the UK Housing Awards. • Castle House, the Council's new headquarters which opened in September 2017 has been shortlisted in the Commercial Category for the Royal Institution for Chartered Surveyors (RICS) Awards for the East Midlands. Award winners are announced on 3 May 2018. Successful winners will be invited to compete against other regional winners at the national Awards Grand Final in November 2018. • Gladstone House, a much-needed and innovative 60-unit extra care scheme funded by a partnership including the district council, Nottinghamshire County Council, Homes England and Communities

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			<p>Agency and Newark and Sherwood Homes, will be open to residents in the spring has been shortlisted in the Community Benefit category for the RICS Awards for the East Midlands. Award winners are announced on 3 May 2018. Successful winners will be invited to compete against other regional winners at the national Awards Grand Final in November 2018.</p> <ul style="list-style-type: none"> • The Council has committed to National Practitioner Support Service Gold Standard Challenge for ensuring continuous improvement in front line housing /homeless services; receiving an excellent score in a recent diagnostic peer review which was celebrated at Annual NPSS Conference in July 2017.
3. Build the Council's reputation through promotion of our achievements		Ongoing	<p>The Council has built a reputation for excellence and is proud of the services that are offered to our customers and communities and of the work that the Council does to serve all of the residents in the district. The Council proactively seeks to accentuate the achievements of all of the business units to help maintain and protect the Organisation's record on public service.</p>