

Draft - Chesterfield Borough Council – Peer Challenge Improvement Plan

Understanding of Local Context and Priority Setting					
Challenge	Outcomes/ Measures of Success	Action	Lead	Target Date	Progress
<p>Fundamentally review the Corporate Plan in line with financial challenges.</p> <p><i>(key challenge suggestion 2)</i></p>	<ul style="list-style-type: none"> • Clear unambiguous priorities • Resources aligned to priority areas • Delivery of all key projects for 2014/15 	<p>Approval of a new Corporate Plan for 2014/15 which sets out a clear and unambiguous set of priorities and aligns resources to priority areas.</p>	<p>Cabinet/ Corporate Management Team</p>	<p>February 2014 – March 2015</p>	<p>New Corporate Plan approved 27/02/14. Priority areas reduced from six to three and a reduction in key projects from 49 to five.</p> <p>Values have also been developed through a range of engagement activities. These show the way we want to work in order to achieve our priorities.</p> <p>Work is currently being undertaken to ensure that Service Plans and Team Plans reflect and deliver the new priorities.</p> <p>Performance Management restructure recently finalised.</p>

					<p>Seeking to focus on performance management and improvement rather than measurement. Active involvement in the East Midlands Performance Network and utilising the capabilities of LG Inform.</p> <p>Community engagement and communication activity undertaken to reengage the public and partner agencies regarding financial challenges and the Council's future role.</p>
<p>Develop and agree a clear operating model to guide organisational transformation and a vision about what the Council will be like in the future.</p> <p><i>(key challenge suggestions 2 and 3)</i></p>	<ul style="list-style-type: none"> • All Elected Members, Officers and Partner agencies understand our direction of travel • A fit for purpose structure to deliver the operating model • Employees with the skills and confidence to 	<p>Agree and clearly articulate the current operating model</p> <p>Restructure of the Corporate Management Team to reflect the agreed operating model.</p> <p>Develop an organisation wide</p>	<p>Cabinet/ Corporate Management Team</p> <p>Chief Executive</p> <p>Human Resources/</p>	<p>July 2014</p> <p>July 2014</p> <p>September 2014</p>	<p>Head of Business Transformation is currently drafting an operating model statement for consideration.</p> <p>The research, benchmarking and consultation stages have been completed. A report will be brought forward to Joint Cabinet and Employment and General Committee in June.</p> <p>Three year Lean training programme has been</p>

	deliver the Council's priorities <ul style="list-style-type: none"> • Productive partnerships with arvato and Kier 	leadership and change management programme.	Corporate Management Team	(Leadership) 2015/16 (Lean)	established. This programme will ensure that all CBC officers have the appropriate skill and knowledge level to contribute effectively to the transformation agenda. The Leadership programme was launched in 2014. All employees taking part in activities at the appropriate level. The leadership programme will also contribute to building relationships with arvato and Kier - key partnership managers will undertake training alongside CBC colleagues.
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Financial Planning and Viability					
Challenge	Outcomes/ Measures of Success	Action	Lead	Target Date	Progress
Revisit financial assumptions and ensure that medium term financial strategy	<ul style="list-style-type: none"> • A balanced budget for 2014/15 • A robust 5 year financial strategy 	Review financial assumptions and savings targets.	Political Cabinet/ Corporate Management Team	February 2014	Review has taken place of all assumptions to ensure clarity and accuracy. A number of Political Cabinet/

<p>has realistic targets for the next five years.</p> <p><i>(key challenge suggestion 1)</i></p>	<ul style="list-style-type: none"> An agile Council able to respond to financial challenges and opportunities 	<p>Extend medium term financial strategy</p> <p>Developing a framework to respond to the challenge of an incentive based finance model rather than a revenue support grant based model.</p>	<p>Head of Finance</p> <p>Cabinet/ Corporate Management Team</p>	<p>February 2015</p> <p>September 2015</p>	<p>CMT away days have taken place to carefully consider all savings and income generation options. Programme of activity now agreed to ensure a balanced budget.</p> <p>Work currently being undertaken to extend strategy from a three year period to five year horizon.</p> <p>A series of Political Cabinet/ CMT away days have been arranged for 2014/15 to explore this issue further and prioritise potential growth areas.</p>
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Political and Managerial Leadership					
Challenge	Outcomes/ Measures of Success	Action	Lead	Target Date	Progress
Create a single, comprehensive	<ul style="list-style-type: none"> A clear programme of 	Mapping exercise to identify all	Head of Business	July 2014	Mapping exercise currently underway.

<p>overall transformation programme, guided by the type of Council you want to be, with realistic income and savings options for the medium term, which have been risk assessed and fully address the financial challenges faced.</p> <p><i>(key challenge suggestion 4)</i></p>	<p>transformational activity which covers the whole Council</p> <ul style="list-style-type: none"> • Income generation targets and savings targets achieved • All employees contributing to the transformation programme 	<p>transformation activity. This includes identifying clear lines of responsibility, timescales, resource requirements etc.</p> <p>Light touch review of Financial Planning Group to ensure continued effectiveness and that it responds to the current and future financial challenges.</p> <p>Improve communication of activities including:</p> <ul style="list-style-type: none"> • Establishing a clear brand for the whole Council • Developing an Internal Communication Strategy • Developing an External 	<p>Transformation</p> <p>Chief Executive/ Head of Finance</p> <p>Communications and Marketing Manager/ Great Place: Great Service</p>	<p>September 2014</p> <p>December 2014</p> <p>April 2014</p> <p>September 2014</p>	<p>Contract being advertised in May 2014 with view to delivery by December 2014.</p> <p>Internal Communication Strategy has been approved by full council</p> <p>Scrutiny report and draft of external communications strategy will be reported at</p>
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		<p>Communication Strategy</p> <ul style="list-style-type: none"> Website and Intranet improvements Introduce management information boards across the Council <p>Develop and deliver a leadership programme for the whole Council - upfront investment and intense development to equip officers for the change.</p>	<p>Service Managers</p> <p>Human Resources/ Corporate Management Team/</p>	<p>September 2014 (Intranet)</p> <p>September 2014</p> <p>September 2014</p>	<p>Overview and Performance Scrutiny Forum in June 2014 before going to cabinet and full council.</p> <p>Additional temporary resource secured to develop these channels further. Great Place: Great Service working groups established to support website and intranet improvement programme.</p> <p>Corporate Management Team and Service Managers identifying locations and relevant data for boards.</p> <p>Leadership programme developed with opportunities for all CBC employees – commenced April 2014.</p>
Clarify leadership roles for the	<ul style="list-style-type: none"> Delivery of the Council's 	Recruit GP:GS Programme Office.	Head of Business	January 2014	Complete

delivery of the transformation programme and ensure you have the right skills and capacity in the rights places to enable its delivery. <i>(key challenge suggestion 5)</i>	transformation Programme	Deliver the next two rounds of the Project Academy development programme.	Transformation Business Transformation Manager	March 2015	Recruitment and training has taken place for both rounds. Currently establishing start dates for participants.
		Deliver contributing restructures including Governance, Policy, Business Transformation Section.	Head of Governance/ Head of Business Transformation	September 2014	Policy restructure complete. Governance restructure has been approved and is currently being actioned. BT restructure at Job Evaluation stage.

Governance and Decision Making					
Challenge	Outcomes/ Measures of Success	Action	Lead	Target Date	Progress
Reconsider approaches that may hamper delivery of the change at the pace required e.g.	<ul style="list-style-type: none"> A decision making process that delivers on quality decisions at the right pace to aide 	Devolve appropriate decision making powers to the Great Place: Great Service Steering Group to ensure pace in	Cabinet	December 2013	Decision making has been devolved within a financial envelope for the four Great Place: Great Service strands.

<p>decision making, job evaluation etc.</p> <p><i>(key challenge suggestion 6)</i></p>	<p>transformation</p> <ul style="list-style-type: none"> • A fit for purpose job evaluation scheme • A new partnership approach to employee engagement 	<p>decision making.</p> <p>Continue to review constitution to ensure decisions are being made at the appropriate level.</p> <p>Undertake a fundamental review of Job Evaluation procedures to improve effectiveness and pace.</p> <p>Work with the Trade Unions to develop a new partnership approach including a pay and productivity agreement.</p>	<p>Constitution working group.</p> <p>Human Resources/Chief Executive</p> <p>Workforce Strategy Group</p>	<p>Ongoing</p> <p>September 2014</p> <p>November 2014</p>	<p>Substantial progress has been made in updating the constitution and devolved decision making. This is an ongoing activity.</p>
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Contract/ Partnering Arrangements					
Challenge	Outcomes/ Measures of Success	Action	Lead	Target Date	Progress
Commence discussions with arvato and Kier about the nature of future commercial relationship including opportunities for future savings, levels of support and asset disposal. <i>(key challenge suggestion 7)</i>	<ul style="list-style-type: none"> Improved partnership arrangements with arvato/kier Delivery of partnership elements of the transformation programme 	Open discussions with arvato regarding the options available to deliver further savings of £250k per annum.	Head of Business Transformation	July 2014	Options paper has now been developed and is currently being considered by political and managerial leadership.
		Work with arvato to review improvement options for the Information Technology and HR Services. This includes capacity and investment in HR/ICT services.	Corporate Management Team	July 2014	Restructure has taken place within arvato which should strengthen arrangements in this area. Further discussions taking place between Corporate Management and arvato to develop a clear way forward.
	<ul style="list-style-type: none"> Delivery of the asset acceleration plan to fund transformation activities 	Develop and deliver a Capital Receipt acceleration programme.	Kier	Ongoing until 2016/17.	The Council agreed a Corporate Asset Management Plan in 2012. The actions within this Plan are being successfully progressed by both the Council and its

					<p>partner, Kier.</p> <p>A capital receipt acceleration programme has been agreed and the benefits of this are now being achieved. In 2013/14 the Council secured approximately £5m from asset sales and the plans are in place for a further £4-6m over the next two years and £20m plus post 2016/17.</p>
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