

Corporate Improvement Plan 2017

What we want to achieve?	How will we do it?	By when?	Who will lead this?	How will we know it's achieved?
1. Strong leadership for the city to deliver a shared vision for integration	<ul style="list-style-type: none"> • Agree a single delivery plan across partners in Derby. • Review the role and purpose of the Leadership Board and thematic partnerships. • Raise our profile beyond the city boundaries. • Put in place a community safety board to drive 'strong' ambition. • Continue to develop our approach to community engagement. • Introduce four-yearly election cycle to Derby City Council. 	September 2018	Chief Executive	<ul style="list-style-type: none"> • Published delivery plan in place, signed by all major partners. • Reinvigorated Leadership Board. • Greater influence across the region / nationally. • 'Strong' Board established. • Full Council endorsement of change in election cycle.
2. Sound financial planning and management	<ul style="list-style-type: none"> • Review detailed savings plans with sign-off by each strategic director. • Review the Medium Term Financial Plan (MTFP) and Council Delivery Plan to ensure they are sustainable. • Develop a financial appraisal model to assess the impact of major capital and revenue projects. 	January 2018	Interim Director of Finance (Strategic Director of Corporate Resources)	<ul style="list-style-type: none"> • Positive External Audit review of MTFP. • Robust saving proposals with evidenced tracking. • Confirmed priorities in Council Plan which have been reviewed as affordable.
3. Effective leadership and assurance	<ul style="list-style-type: none"> • Undertake a senior management restructure to create capacity. • Develop and implement a robust assurance framework to ensure everyone is aware of their roles and responsibilities. • Implement new engagement forums for Directors and Heads of Service. 	June 2018	Chief Executive	<ul style="list-style-type: none"> • Creation of additional posts with clear roles and responsibilities. • Assurance framework in place and reviewed by External Audit. • Manager attendance at forums and training sessions.



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4. Constructive working relationships between members and officers with clear boundaries and high standards of behaviour.	<ul style="list-style-type: none"> Strengthen Standards processes, including Member Code of Conduct and Officer-Member protocols. Undertake Local Government Association (LGA) member / member and member / officer training. Review and enhance Member development programmes. 	March 2018	Director of Governance	<ul style="list-style-type: none"> Annual 'fit for purpose' review of Standards processes. Fewer complaints / breaches being investigated. Positive feedback from members and officers during CPC follow-up review.
5. Robust internal controls and unqualified audit opinion	<ul style="list-style-type: none"> Deliver the Statement of Accounts action plan Implement an effective framework of control across the Council, including review of Financial Regulations and Contract Procedure Rules. Review the effectiveness of Audit and Accounts Committee and establish a development plan. 	July 2018	Interim Director of Finance (Strategic Director of Corporate Resources)	<ul style="list-style-type: none"> Unqualified audit opinion on Statement of Accounts 2016/17 and 2017/18. Positive Value for Money (VFM) opinion in 2017/18.
6. Productive, skilled and motivated workforce	<ul style="list-style-type: none"> Deliver workshops and action plans to address staff survey. Through workforce planning develop and design a Workforce Development Plan. Promote leadership behaviours and succession planning arrangements. Hold employees to account for their performance through improved productivity. Establish an Attendance Management Project Group to monitor and reduce absence. 	March 2019	Head of HR / OD Manager (Director of Human Resources)	<ul style="list-style-type: none"> Development plan in place to address skill gaps / key issues. Challenge of underperforming employees. Improved feedback from staff survey regarding visibility of leadership, motivation and engagement. Improved sickness absence rate.



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7. Embedded risk management	<ul style="list-style-type: none"> Update risk framework and communicate to staff. Refresh strategic and directorate risk registers. Implement regular monitoring of strategic and directorate registers. Deliver comprehensive training for managers and budget holders. 	March 2018	Director of Governance (Strategic Director of Corporate Resources)	<ul style="list-style-type: none"> New risk framework and registers published. Evidenced monitoring reports to COG and Members. Improved risk appetite awareness across organisation.
8. Sound records management and effective information governance	<ul style="list-style-type: none"> Strengthen the corporate information team and develop capability across the organisation. Initiate corporate wide content management programme. Complete General Data Protection Regulation (GDPR) preparations. Secure Cyber Essentials accreditation. Refresh operating procedures and improve and maintain performance in responding to Freedom of Information requests (FOIs), Environmental Information Regulations (EIRs) and Subject Access Requests (SARs). Refresh and promote information breach reporting arrangements and embed learning. 	July 2018	Interim Director of Information Systems (Strategic Director of Resources)	<ul style="list-style-type: none"> Compliance with GDPR requirements. No critical Information Commissioner Office decision notices. Performance reporting. Cyber Essential accredited.

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9. Improved service outcomes	<ul style="list-style-type: none"> Implement the Single Improvement Framework Plan for Children's Services and prepare for new Inspection of Local Authority Children's Services (ILACS) framework. Improve performance levels for Special Educational Needs (new Educational Health and Care Plans conversions). Implement the Opportunity Area Delivery Plan to improve social mobility / educational outcomes. Improve effectiveness of Adult Direct Payments/ Younger Adults. Ongoing monitoring of Council Delivery Plan and Cabinet Member Pledges. 	March 2019	Strategic Director of People Services	<ul style="list-style-type: none"> External validation through Ofsted and Care Quality Commission. Improved service outcomes as demonstrated through performance measures and user feedback.
10. Commercialism and innovative transformation	<ul style="list-style-type: none"> Replace the Delivering Differently Board for managing internal projects with an Invest to Save board. Implement the Commercial Strategy (by establishing preferred models and priorities and models for market testing). Hold frank discussions with neighbouring authorities regarding opportunities for shared services / transfer of functions. Undertake options appraisal for Leisure and Culture Complete restructure of libraries, including the introduction of Community Managed Libraries. Improve the use of digital solutions through implementation of the Digital Strategy (across the city, council and workforce). 	March 2019	Strategic Director of Communities and Place	<ul style="list-style-type: none"> Improved management of major projects. Infrastructure to deliver commercialism in place. Service re-design and transfer to new models. Delivery of required savings and benefits in line with business cases.