



Corporate Improvement Plan – September 2018 Update

SUMMARY

- 1.1 The Corporate Improvement Plan (CIP) was introduced in December 2017 as part of the Council's response to the Local Government Association (LGA) Corporate Peer Challenge. It contains 10 key themes underpinned by supporting actions which will address a number of challenges faced by the Council.
- 1.2 The Improvement Plan now contains 62 actions which are continually reviewed and updated in an attempt to keep the Council's improvement priorities relevant and realistic. 32 actions have now been completed, with 8 showing some slippage. Revised actions and timescales are proposed in the report.
- 1.3 Audit and Accounts Committee receive regular monitoring reports on the CIP. It was also agreed that Executive Scrutiny Board would have oversight in monitoring delivery of the Plan (they received an update in October 2018). This report presents a summary of progress up to 30 September 2018.
- 1.4 An interim monitoring review by LGA will take place during the autumn. A summary of progress based on the content of the CIP and wider intelligence is being prepared to inform our position statement in relation to the Corporate Peer Challenge.

RECOMMENDATIONS

- 2.1 To note progress made in delivering the Corporate Improvement Plan.
- 2.2 To approve re-profiled timescales for actions as set out in paragraph 4.8.

REASONS FOR RECOMMENDATIONS

- 3.1 As part of the Sector Led Improvement approach, it is expected that local authorities are open to external challenge and learning (for example, hosting peer challenge reviews), and actively promoting their own improvement in priority areas. The Corporate Improvement Plan brings together a number of action plans and addresses recommendations made by the LGA Corporate Peer Challenge team. The plan identifies key actions, lead officers and target dates to facilitate performance management of these improvements. Active monitoring of the plan is taking place as this is essential to drive delivery.

SUPPORTING INFORMATION

- 4.1 Improvement planning is a key part of the Council's Performance Management Framework and enables focus in priority areas. The Corporate Improvement Plan (CIP) draws together actions which take forward the Governance Project Plan, Section 24 Statement of Accounts Action Plan and a number of recommendations included in the Corporate Peer Challenge held in June 2017. The plan itself now contains 62 actions which are continually reviewed and updated in an attempt to keep the Council's improvement priorities relevant and realistic.
- 4.2 The CIP is based on 10 key themes as shown below:



- 4.3 The draft plan was reviewed by Audit and Accounts Committee and Executive Scrutiny Board in January 2018. Since then, the plan has been further developed and monitored closely by Corporate Leadership Team (formerly known as Chief Officer Group) and the Corporate Improvement Board (chaired by the Cabinet Member for Finance). Actions have been created and revised where appropriate in order to keep the plan dynamic and relevant. The plan now contains 62 detailed actions which reflect the Council's latest improvement priorities.

- 4.4 The latest CIP monitoring sheet with detailed commentary can be found in **Appendix 2**. The summary position for September 2018 is shown below.

Status	June 2018	Sept 2018
Completed	17	32
On track	41	21
Some slippage	1	8
Major slippage	0	0
Not started	2	1
Grand Total	61	62

- 4.5 It should be noted the RAG rating has been amended to align with DORIS reporting. An additional action has been included since June reflecting the Information Governance improvement work (8.8).
- 4.6 32 of the actions relate directly to the LGA recommendations made by the Peer Challenge team in June 2017. Corporate Leadership Team (CLT) have had regular oversight as to progress made against these recommendations and actions. An interim LGA review is planned during the Autumn. A summary of progress based on the content of the CIP and wider intelligence is being prepared to inform our position statement in relation to the Corporate Peer Challenge.
- 4.7 Achievements to date across the CIP include...
- **City Leadership** – A new Partnership vision 'closing the gap' was endorsed by Council Cabinet in March 2018. A Partnership Symposium featuring expert speakers was held on 14 June 2018 to explore 'closing the gap'. A strategic coordination group has been established to share intelligence and set priorities for regional working chaired by the Chief Executive.
 - **Effective management** – Our new Chief Executive, Carole Mills, started on 1 August 2018. Phase 1 of the restructure has seen the successful recruitment of four permanent posts in Human Resources and Organisational Development, Digital and Customer Services, Public Protection and Streetpride, and Regeneration, together with the Director of Property Services being filled on an interim basis for twelve months. In September Personnel Committee approved the establishment of a Director of Legal, Procurement and Democratic Services post which is currently being recruited. In August a new 'Team Derby' internal engagement framework for communication with directors, managers and colleagues was launched by the Chief Executive.
 - **Constructive Member relationships** – over 100 officers received training on 'working in a political environment' during March and April 2018. Dates for LGA Group training have been set during October and November. The Codes of Conduct have been subject to review with communication to raise awareness during September. Further internal training is planned with senior managers.
 - **Robust internal controls** – External Audit gave an unqualified opinion on the 2017/18 Statement of Accounts at Audit and Accounts Committee on 8 August. This is an excellent achievement given the historic valuation issues and earlier deadline for submission. Further work is being undertaken to achieve a positive

Value for Money Opinion.

- **MTFP** – The Medium Term Financial Strategy was approved by Council Cabinet on 18 July 2018 and work is continuing to develop the budget proposals for 2019/20 with a series of Budget Cabinet/Corporate Leadership workshops. The Council Delivery Plan was approved by Council Cabinet on 8 August 2018. This is a streamlined document containing fewer 'priorities' which replaces the 2017/18 Delivery Plan. Preparation work is taking place to develop a new four year Council Plan for 2019/20 onwards.
- **Productive and skilled workforce** – progress is being made through the ongoing delivery of the health and well-being strategy and attendance management action plan. Sickness absence is falling (the latest projection is 11.67 days per FTE by end of March). Over 500 managers received health and well-being training earlier this year. Colleagues are being offered development opportunities through the Derby Professional Manager programme (launched in June 2018) and the Apprenticeship Levy. A business needs analysis assessment has also been carried out to inform the new Workforce Planning and Development Strategy.
- **Sound Information Governance** – A review of corporate content management has commenced. The IT review includes a new post dedicated to the content management of shared folders. Good progress has been made with respect to cyber accreditation and raised awareness through e-learning. A new action has been added (8.8) to reflect the ongoing improvement work in information governance.
- **Embedded Risk Management** – Additional resource for risk management (1.5 posts) was approved by Cabinet on 13 June 2018. The Corporate Risk Management Group is now fully established with a network of risk champions in place. The strategic, directorate and departmental risk registers have been reviewed and regular monitoring commenced from the end of June 2018. Training for councillors and officers is planned during the early part of 2019, including Audit and Accounts Committee on 6 February 2019.
- **Improved service outcomes** – There has been good progress made against all Children's Services Single Inspection Framework (SIF) recommendations as illustrated through the recent Mocksted2 internal challenge review. Good progress is being made through the Opportunity Area programme to engage with schools and develop enhanced learning and evaluation.
- **Innovative transformation** – work continues to develop the Council's digital strategy and implement 'cashless' solutions for customers.

4.8 There are eight **areas of slippage** where actions are taking place and revised timescales are requested:

- Continue to develop our approach to community engagement (1.4) – the new Safer Stronger Board has been established as well as draft proposals around volunteering. The wider approach to community engagement will be reviewed by December 2018 (original date of September 2018).
- Undertake detailed and regular planning meetings between CLT and Cabinet to ensure delivery of robust MTFP programme (2.4) – there has been some slippage

on this with additional meetings scheduled. It is proposed to move the target timescale from end of October to December 2018. It is still planned to start consultation on the Council's Budget proposals by the end of December 2018.

- Ensure risk assessments are used in the analysis of future financial impacts. (2.4) – the Gateway process is not yet fully owned or embedded in the organisation. The Programme Management Office is currently reviewing the documentation and this will be launched by the end of December 2018.
 - Undertake a senior management restructure to create capacity (3.1) – Phase 1 of the corporate restructure has been completed subject to the appointment of the new Director of Procurement, Legal and Democratic Services. Further changes are proposed as part of phase 2 - the new Chief Executive will develop and implement these proposals by the end of March 2019.
 - Undertake LGA Member / Member training (4.2) – dates have been finalised during October / November 2018. The delay was primarily due to LGA availability to facilitate the sessions. The original date was April 2018, revised to Sept 2018 and will now be extended to November 2018.
 - Implement a Customer Relationship Management (CRM) module for complaints and re-launch customer feedback recording for all services (5.12) - the CRM was implemented earlier this year but the complaints module has been delayed pending ongoing consultation on the Customer Feedback Policy. The new module should be in place within three months of the new Policy being agreed. This is expected to be completed by March 2019 (original date of September 2018).
 - Complete the strategic review of Libraries, including the introduction of Community Managed Libraries. (9.6) - A lot of excellent work continues by the project and library team members. The new Riverside Library opened on 2 July with a launch event. Allestree Library transferred to DHA to be Community Managed on 30 July as planned. The Museum Trust took occupation of the Central Library on 6 July. A review of the CML implementation plan started in July, which has paused the transfer of libraries to CML's pending outcomes from the review. A date will be set once this review has been finalised.
 - Review the Delivering Differently programme to deliver a new approach to transformation (10.1) – a draft report has been produced and is awaiting final review prior to discussion with CLT. This was deferred until the new Chief Executive started and further discussions have now commenced. In the meantime, the Delivering Differently team continue to deliver against a number of projects including Ground Floor Reconfiguration, SEND, cashless council and the new swimming pool project at Moorways. A new Programme Management Office has been established to develop a more consistent approach to managing projects. It is requested that this is re-profiled from September 2018 to March 2019 to allow time for the new approach to be developed.
- 4.9 There is one action which is 'not started'. This is a review of the four yearly election cycle (1.5) which will be considered as part of the Task and Finish Group examining a potential move to a Committee system.

OTHER OPTIONS CONSIDERED

5.1 None.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	
For more information contact: Background papers: List of appendices:	Heather Greenan – Head of Performance and Intelligence 01332 643462 None Appendix 1 – Implications Appendix 2 – Corporate Improvement Plan – Progress up to September 2018

IMPLICATIONS

Financial and Value for Money

- 1.1 Each year the External Auditors give an opinion on the Authority's Statement of Accounts and Value for Money (VFM) Opinion – for 2017/18 the Auditors gave a qualified opinion. The Corporate Improvement Plan is required to drive improvement against key risks.

Legal

- 2.1 There is no legal requirement for a Corporate Improvement Plan however it makes reference to other improvement plans which are legally constituted (for example, the Ofsted SIF Improvement Plan approved by Cabinet in September 2017).

Personnel

- 3.1 The CIP includes actions which will support strong leadership and workforce planning.

IT

- 4.1 None arising from this report.

Equalities Impact

- 5.1 Inspections and assessments consider how services are addressing equality and diversity needs of both individuals and communities.

Health and Safety

- 6.1 None arising from this report.

Environmental Sustainability

- 7.1 None arising from this report.

Property and Asset Management

- 8.1 The CIP includes some actions which will strengthen the resilience of the Estates and Property teams.

Risk Management

- 9.1 Risk management is one of the priority themes included in the CIP where improvement is needed.
- 9.2 Performance monitoring, reporting and scrutiny allows the Council to manage risk by identifying potential issues at the earliest opportunity and put measures in place to mitigate these and improve performance.

Corporate objectives and priorities for change

- 10.1 The CIP will support implementation of the Council Delivery Plan covering 'Safe, Strong, Ambitious and Resilient' priorities.
- 10.2 The Council's performance monitoring processes monitor the implementation of the

Council Plan 2015-18 and the 8 priority outcomes which underpin our vision.

