

North Norfolk District Council

Local Government Association Corporate Peer Challenge

Action Plan

Peer Challenge Recommendation	Proposed response	Actions being progressed	To be completed by
<p>Recommendation 1</p> <p>Stronger focus on strategic finance</p> <p>a) MTFS – three plus one rolling year to allow better and more accurate considerations and forecasting.</p> <p>b) More regular monitoring and reporting of the budget and capital programme to better inform decision-making and promptly identify under/over-spending so that issues can be addressed.</p>	<p>a) New Medium Term Financial Strategy to be prepared as part of the 2024/25 budget process to reflect settlement announced on 18th December 2023.</p> <p>Agree a framework and approach for undertaking a rolling programme of service reviews to inform future savings and efficiencies over the next two years to March 2026.</p> <p>b) New financial reporting processes to be agreed in terms of frequency, format of reports, scrutiny arrangements etc.</p> <p>This will be undertaken alongside reviewing and clarifying the relationships and types of business considered by Cabinet, Overview and Scrutiny and</p>	<p>a) New Medium Term Financial Strategy to be prepared as part of the 2024/25 budget process.</p> <p>b) Externally facilitated review of relationships between Cabinet, O&S and GRAC to be held in February 2024.</p> <p>New reporting framework for budget issues to be agreed.</p>	<p>a) End Feb 2024.</p> <p>September 2024</p> <p>b) New report format and reporting cycle be introduced for start of new civic year – ie from the May 2024 cycle of meetings.</p>

<p>c) Alignment of financial capacity with corporate priorities – Statutory Officers are overloaded.</p>	<p>GRAC which is to be externally facilitated.</p> <p>Financial management training has also been provided to elected members and budget holders to inform better budget management moving forward.</p> <p>c) Review of service areas falling within remit of the two Assistant Directors within the Resources Directorate to bring greater focus, service team alignment and increase capacity for financial oversight and governance. Customer Services moves from this Directorate to be directly managed by Steve Hems, Director of Communities.</p>	<p>c) Informal discussions have been held between the Chief Executive, Director of Resources and current Assistant Director for Finance, Assets and Legal and Director of Community Services around the re-grouping of services to allow re-designation of the second Assistant Director role in the Resources Directorate to have a greater emphasis and focus on finance and asset issues.</p>	<p>c) In progress</p> <p>End of April 2024.</p>
<p>Recommendation 2</p> <p>The Corporate Plan needs to drive the delivery of new priorities alongside core services</p> <p>a) Align the Corporate Plan to the MTFs and properly resourced to make sure there are the funds to deliver aspirations and enough skilled and experienced officers to deliver them.</p>	<p>a) Agree allocation of resources – both staff and finance, to deliver the Council's aspirations as detailed in the 2023 -2027 Corporate Plan and 2024/25 Annual Action Plan, aligned with the updated MTFs.</p>	<p>a) 2024/25 Annual Action Plan agreed by Cabinet at its November 2023 meeting. Consideration now needs to be given to full resourcing of proposed actions in the context of the MTFs and 2024/25 budget.</p>	<p>a) End Feb 2024.</p>

<p>b) Ensure the golden thread through the delivery plan, service plans, team plans and check-ins, so that all staff understands how they contribute and can feel pride in achieving them.</p>	<p>b) Service/Team Plans and individual personal objectives agreed through the Check-in process.</p>	<p>b) Following agreement of the 2024/25 budget at the end of February 2024, service and team plans and then individual personal objectives through the Check-in process need to be prepared and agreed. Preparatory work in this respect can be progressed from January 2024.</p>	<p>b) End of March 2024.</p>
<p>Recommendation 3</p> <p>There is a need for a comprehensive Organisational Development Plan which includes:-</p> <p>a) Labour market analysis and workforce planning to help research future jobs in the local area, understand the skills needed for certain future roles and the demand for future employment working with business partners.</p> <p>b) Talent management / learning and development to attract, identify, develop, engage, retain and employ officers valuable to the Council.</p>	<p>a) The Council has a good level of knowledge in this space but needs to demonstrate this understanding more clearly through a People or Workforce Plan to assist with the recruitment, development and retention of staff at a time of increasing workforce challenges.</p> <p>b) The Council has a strong record of workforce learning and development but could more clearly state and present this through better branding of the support for both existing staff and new recruits to the Council.</p> <p>Articulate our workforce development offer more clearly to existing staff, new recruits</p>	<p>a) Develop a People or Workforce Plan which demonstrates our understanding of our workforce challenges and responds positively to these, promoting the positive attributes of working for the Council.</p> <p>b) Through the People or Workforce Plan promote and celebrate the various initiatives the Council operates in attracting, developing and seeking to retain staff.</p>	<p>a) By end June 2024.</p> <p>b) As above.</p>

<p>c) Employee survey and action plan – this is needed and will help to improve organisational culture by delivering on the results.</p> <p>d) Organisational Culture Plan – to help attitudes shift and make the council more agile to future demands.</p>	<p>and managers so that we are more agile in the recruitment and development of our staff.</p> <p>c) Undertake an Employee Survey to establish some baseline data from which an Organisational Development and Culture Plan can be developed.</p> <p>d) Development of Organisational Development and Cultural Plan.</p>	<p>c) Discussions have been held with the LGA Workforce Team about undertaking an Employee Survey. Procurement process undertaken and internal project team established by HR Manager to develop and agree survey questions.</p> <p>Survey to be undertaken late January 2024 with results shared with Council in March 2024.</p> <p>d) To follow receipt of results from the Employee Survey in April 2024.</p>	<p>c) Survey to be completed by end February 2024.</p> <p>Results / report to be received by end March 2024.</p> <p>d) By end June 2024.</p>
<p>Recommendation 4</p> <p>To continue to improve the Council needs to rethink:-</p> <p>a) Senior leadership of change and transformation – who is responsible for driving this is the organisation?</p>	<p>a) Articulate more clearly that CLT should lead on the change and transformation agenda for the authority – this being separate to the operational focus on Management Team; with the strategic direction being agreed between CLT and Cabinet and then CLT leading the internal change and transformation agenda as an</p>	<p>a) Discussions have been progressed about what this looks like with a proposed move to each of the three Directors leading a Strategic Board (corporate and cross-cutting) – De-Carbonisation Board, Major Projects Board and a Performance and Transformation Board with</p>	<p>a) New model to be agreed and implemented by end February 2024.</p>

<p>b) Distributed leadership – ownership, responsibility and accountability – Management Team need to work in sync and provide more operational capacity for transformation and change, compliance with programme and project management governance, creating more space at CLT for strategic planning.</p> <p>c) Digital vision and strategy to drive improved outcomes and cost efficiencies – need to agree how digital services will enable the delivery of modernised, streamlined delivery of services and priorities.</p> <p>d) Use data to inform decision-making, improve performance</p>	<p>internal organisational development activity in support of the political aspirations as agreed through the Corporate Plan.</p> <p>b) See above.</p> <p>c) Engage a consultant or EELGA Talent Ban resource to support the Council in the development of a new digital strategy and IT Plan to support further service improvement / transformation.</p> <p>d) Develop and agree a new set of key objectives and performance framework</p>	<p>representation from services to be agreed.</p> <p>Proposed also that a more structured approach (Project Boards) be established to improve delivery of specific initiatives and projects so as to ensure more consistent reporting and financial control.</p> <p>b) See above.</p> <p>c) Appoint a consultant by end of May 2024 with report to be delivered by end of October 2024 to inform 2025/26 Annual Action Plan and budget cycle.</p> <p>d) Conversations have begun around the target outcomes from the Corporate</p>	<p>b) New model to be in place by end March 2024 at the latest.</p> <p>c) End October 2024.</p> <p>d) By end March 2024.</p>
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<p>and drive commercial aspiration – smarter, clearer, more targeted performance measures which are effectively used to drive improvements along with more articulated reports, submitted on time and with clear recommendations.</p>	<p>moving forward following decision not to use a proprietary performance management system in the future and develop spreadsheet framework for recording and reporting moving forward.</p>	<p>Plan and Annual Action Plan measures. This work now needs to be formalised and a spreadsheet performance management framework developed which can be presented to Overview and Scrutiny Committee at its February 2024 meeting and be operational from 1st April 2024.</p>	
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