

PEER CHALLENGE REVIEW ACTION PLAN

	ACTION	ACTIVITY	OUTCOMES
1.	Develop and implement an integrated approach to strategic planning, financial investment; resource planning and performance management with immediacy. Finance must be fully integrated into all managerial decision-making with a review of base budgets undertaken on an urgent basis to address significant reductions post 2014 and ensure resourcing of corporate priorities can be sustained. A stronger driver from the corporate centre is also required to implement a cohesive organisational performance management culture to facilitate more constructive challenge across departments in order to support the political leadership in making informed strategic choices regarding the future of the county and the council.	<ul style="list-style-type: none"> • Develop and adopt a strategic planning framework which incorporates our approach to priority and resource planning • Develop a new Performance Management Framework and an associated action plan that brings together financial, customer, process and outcome perspectives. • Rationalise the number of performance systems used across the council • Review and improve the quality of information – cost, performance, customer feedback and benchmarking data - that Committees, CLT and managers receive. • Undertake a review of base budgets • Evaluate ways in which activity based costing could be used across service areas. 	<ul style="list-style-type: none"> • All strategic, tactical and operational decisions made by the organisation relating to service provision, resource allocation and prioritisation are informed by accurate and timely information and intelligence to maximise outcome potential. • Activity based costing is used to inform strategic and operational decision making.
2.	Encourage leadership at all levels in the organisation so that middle managers are accountable for managing their own	<ul style="list-style-type: none"> • Clarify expectations of middle managers and provide tools to enable them to effectively manage 	<ul style="list-style-type: none"> • Managers across the council are clear about the expectations of their service areas and are equipped with

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	service areas, including the ability to constructively challenge outside their service and professional expertise, in a joint approach to transformational change.	<p>their service areas.</p> <ul style="list-style-type: none"> • Implement an effective Leadership development programme for all managers • Use competency framework to identify areas for Continuous Professional Development (CPD). 	<p>the right information to allow them to effective decisions about their service areas.</p> <ul style="list-style-type: none"> • Transformation is collectively owned by the whole management structure and all improvement opportunities are identified, evaluated and actioned where appropriate.
3.	Establish and resource a transformation programme, alongside change and improvement and clearly define the future operating model for the council underpinned by a robust communication strategy and stakeholder management plan.	<ul style="list-style-type: none"> • Review and agree the scope for Phase 2 of the Improvement Programme to establish a transformation approach. And ensure it is suitably resourced. • Mainstream existing established projects from Phase 1 of the Improvement Programme. • Consider the future operating model of the council, exploring and evaluating options. • Develop a communication strategy to ensure employees and stakeholders are clear about the scale of future challenges and how these will be addressed. • Develop Lean Process Improvement (Lean+) across the council to improve efficiencies and reduce waste. 	<ul style="list-style-type: none"> • The organisation will have both the capability and capacity to deliver improvements at pace. • There is political agreement on what 'good' and/or 'good enough' look like. • Benefits realisation will be maximised to provide maximum return on investment.
4.	Customer engagement needs to be	<ul style="list-style-type: none"> • Agree and deliver a Customer 	<ul style="list-style-type: none"> • The whole change agenda will be

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	further improved to ensure the improvements being made are fully understood by customers and communities and that their views are being taken into account in shaping future service delivery. Integrate customer insight, customer feedback, costs, quality, resources and performance in order to manage outcomes rather than monitoring data. The customer to be placed at the heart of everything the council does.	<p>Strategy for Nottinghamshire.</p> <ul style="list-style-type: none"> • Understand who our customers are and what services they want from the council. • Customer preference and outcome requirements are being used to shape both the overall transformation programme as well as specific change projects. • Needs analysis as part of a new approach to commissioning will initiate service design and delivery. 	driven around achieving the best outcomes for the end user within the confines of budgetary constraint.
5.	Ensure sufficient focus and capacity in order to deliver the stated priority of 'economic development and growth' and take advantage of all opportunities to promote economic development.	<ul style="list-style-type: none"> • Produce and implement a growth plan for Nottinghamshire • Increase capacity at senior leader and operational levels. • Define and secure appropriate resource and expertise to deliver economic development and growth plan objectives 	<ul style="list-style-type: none"> • The economic development and growth priorities for Nottinghamshire are clearly articulated. • The council is able to clearly articulate the impact its interventions have had promoting economic development. • Economic growth and development is promoted and delivered within the region.
6.	Invest in more dedicated resource for BMS support on an urgent basis to realise the benefits of an integrated system earlier.	<ul style="list-style-type: none"> • Ensure BMS support arrangements are in place to deal with known implementation issues. • Review business process already integrated with BMS ensuring that they are lean and efficient. • Review the scope of BMS to fully maximise its potential 	<ul style="list-style-type: none"> • All potential benefits of the business system realised in full to generate long term efficiency savings.

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7.	Forge closer working relationships across the public sector (district councils, police, health, etc) in order to build capacity and source innovative solutions to deliver future transformational change. This will require a more outward facing approach in order to learn from the experiences of others.	<ul style="list-style-type: none"> Encourage the Nottinghamshire Chief Officers Forum (chaired by the Chief Executive of NCC) to explore and deliver transformational change. 	<ul style="list-style-type: none"> All collective opportunities will be maximised including the potential for shared service and support provision as well as joint ventures.
8.	Ensure a robust and funded programme and project management approach and capacity to monitor and challenge progress of change. Performance management must be SMART and outcome focused around strategic priorities.	<ul style="list-style-type: none"> Agree governance arrangements for Phase 2 of the Improvement Programme. Review structure and operating practices within the improvement Programme to ensure that there is capability and capacity to realise the benefits of Phase 2 of the Programme. 	<ul style="list-style-type: none"> The organisation has both the capability and capacity to deliver transformation at pace. Benefits realisation provides maximum return on investment.
9.	Invest in talent development through workforce and organisational development strategies to develop change managers for the future, including a formal succession plan, and ensure you continue to celebrate success.	<ul style="list-style-type: none"> Agree and deliver the council's Workforce Strategy. Use our Competency Framework to identify and develop the performance capabilities of existing talent Implement an effective Leadership Development programme. Develop capability and capacity across the workforce to deliver Lean process improvement 	<ul style="list-style-type: none"> The organisation is resourced to deal and deliver change as the norm, rather than as isolated initiatives.

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10	Clearly articulate a commissioning and procurement strategy and enhance the skills and competences within these functions to ensure the right calibre of commercial acumen in developing robust business cases and management of large projects (particularly contract management skills).	<ul style="list-style-type: none"> • CLT to review the Council's approach to procurement and commissioning. The outcomes arising from this will be translated into an action plan • Consider the development of a joint commissioning strategy with our strategic partners • Move to a cost and demand management procurement approach • Review HR policies, procedures and processes ensuring they support a modern organisation during the next phase of transformation 	<ul style="list-style-type: none"> • Commissioning and procurement strategies are aligned to the council's (future) operating model • All selected service delivery channels will be business informed and business lead to deliver the optimum balance between outcomes, cost and risk.