

Corporate Peer Challenge 2017 - Feedback

Report of Head of Transformation

1. Purpose

- 1.1. To invite the Overview and Scrutiny Committee to input into the response to the Corporate Peer Challenge (CPC) conducted by the Local Government Association (LGA) at the City Council in May 2017.

2. Background information

- 2.1. Nottingham City Council invited the LGA to perform a CPC and a team came to the Council in May this year. The Chief Executive and the Leader took this decision to help validate its progress and review lessons learnt from the current agenda as well as to identify improvements, help ensure continued effective delivery and to consider its preparedness for the ambitious programme it has set itself for Nottingham Citizens in very challenging times.
- 2.2. The peers who came to deliver the CPC and make recommendations were:
 - Tom Riordan, Chief Executive, Leeds City Council
 - Cllr Nick Forbes, Leader of the Council, Newcastle City Council
 - Cllr Sean Anstee, Leader of the Council, Trafford Council
 - Stuart Cowley, Director of Adult Social Care and Health, Wigan Council
 - Gena Howe, Chief Officer, Glasgow City Council
 - Hannah Sampson, Programme Officer, Nottinghamshire County Council
 - Judith Hurcombe, Peer Challenge Manager, Local Government Association.
- 2.3. The peer team considered the following five areas which form the core components looked at by all CPCs:
 - Understanding of the local place and priority setting
 - Leadership of Place
 - Organisational leadership and Governance
 - Financial planning and viability
 - Capacity to deliver.
- 2.4. In addition to these, our senior leaders asked the peer team to consider:
 - Whether the Council's performance management arrangements are effective?
 - What is the high level approach to the care, health and wellbeing of older people, the level of spend and the outcomes being achieved?

- Are the Council's systems and processes bureaucratic or appropriately streamlined?
 - How embedded the "driving purpose" of the citizen being at the heart of everything the Council is; and whether the "good to great" journey maximising its potential?
- 2.5. The CPC was conducted over four consecutive days in May 2017. The team interviewed nearly 100 different people both internal and external to the Council spending over 300 hours to determine their findings, the equivalent of one person spending more than nine weeks at the Council.

3. **Feedback**

- 3.1. The feedback was largely positive. The team considered the City Council an "*ambitious council with an impressive track record of enterprise which delivers on its stated priorities*". There was also positive feedback about our staff, who were found to be engaged and committed to the Council priorities and particularly that they were behind the Citizens at the Heart journey, which aims to deliver great services through a great workforce to make a great Council in a great city.
- 3.2. The team also acknowledged that "*the council is now at a crossroads*". *Due to the external environment and financial context for local government continuing to change*". These changes include significant financial implications which pose a challenge to all Councils at this time.
- 3.3. The recommendations, designed to build on previous success, fall into three areas of focus:
- **The role of the Council in the City**
Developing the Council's convener role as leader of the city, working with partners to develop a growth strategy, seeking devolved powers from Government, producing a digital plan for the Council and city.
 - **Long term planning**
De-risking the budget, planning the budget over a longer time frame, shaping the vision for healthcare based on the neighbourhood model, succession planning across all levels.
 - **Governance**
 - Reporting performance of statutory services, producing a new scheme of delegation.

These recommendations have given focus and impetus to a range of existing initiatives whilst also drawing out some new areas of activity.

- 3.4. Officers have been working on the response to these recommendations and an implementation plan is being devised. The implementation plan attributes a series of high level actions to

each of these along with a set of 'desired outcomes' which would be delivered if the associated activities are delivered as expected. This is expected to be completed for approval by Executive Board in this financial year.

- 3.5. The Overview and Scrutiny Committee will input into this process and this will be the focus of the discussion.

4. Contact information

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