

## BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

<b>From: Head of Corporate Organisation</b>	<b>Report Number: JSC/3/13</b>
<b>To: Joint Scrutiny Committee</b>	<b>Date of meeting: 8 January 2013</b>

### CORPORATE PEER CHALLENGE - UPDATE

#### 1. Purpose of Report

- 1.1 To provide the Joint Scrutiny Committee with an update on the approach taken with regard to the actions and issues identified through the Local Government Group (LG Group) Peer Challenge process.

#### 2. Recommendation

- 2.1 That Joint Scrutiny Committee notes the report.

#### 3. Background

- 3.1 Babergh and Mid Suffolk District Councils commissioned a joint Peer Challenge (Peer Review process) from the LG Group which was undertaken between 14 - 17 May 2012. The subsequent feedback and formal report have been used to inform the further development of the overarching integration and transformation programme and associated work streams, programmes and projects.
- 3.2 The Joint Scrutiny Committee reviewed the Executive and Strategy Committee report M70 at the meeting on 2 October 2012. This report sets out the Management Board comments and proposed actions in relation to the LG Group Corporate Peer Challenge report. The report (M70) also highlights the role of JMIB group in driving forward and monitoring the delivery of proposed actions identified to address issues for the organisations.
- 3.3 The narrative form LG Group report covers a wide range of issues ,some related to the local brief (i.e. providing a baseline assessment of the Councils in relation to the integration and transformation programme) , others focusing on the core elements of the national LG Group review programme listed below:
- Understanding of local context and priority setting
  - Financial planning and viability
  - Political and managerial leadership
  - Governance and decision making
  - Organisational capacity
- 3.4 The actions listed in Appendix B of report M70 are an attempt to précis and address the key issues coming out of the Peer Challenge process. The actions have been used to inform the development of a range of initiatives, programmes and plans. Most notably the developmental process for the Corporate Manager roles and Operational Delivery teams , the development of the approach to community engagement and analysis of information sources to inform the strategic planning process and planning the approaches to organisational development.

#### **4. Issues and actions**

4.1 The JMIB group will drive forward and monitor the delivery of actions listed in the Appendix B of report M70 in their role overseeing and steering the overall BMI integration and transformation programme.

4.2 The actions have been used to inform the overall integration and transformation and organisational development work, and do not form a separate discreet strand of management activity, rather they feed into existing linked work streams. A resume of current activity, actions and initiatives is provided for the actions grouped under the following core areas, :

#### **4.3 Governance and decision making-**

- An independently facilitated (using Interim Governance Executive) Governance Review is near to completion with the aim of determining the governance arrangements needed to facilitate the achievement of the outcomes set by the Councils.
- A separate independent review of the Monitoring Officer role and designation has also been undertaken.
- Associated development of the structure for the Governance ODT.

#### **4.4 Political and managerial leadership-**

- The Operational Delivery Team developmental process has been used as a catalyst and vehicle to develop new approaches and channels for engagement with staff and councillors.
- There has also been further development of the emerging structure for the organisations through the work with councillors in developing for each Council an outline emerging vision and strategic priorities.
- Members have been involved in the developing the characteristics the organisations will need to have to deliver the strategic priorities (culture, value set etc).
- These characteristics will be translated into new ways of working, staff and member development programmes and identification of the changing skills/knowledge/aptitude requirements through the Organisational Development programme.

#### **4.5 Understanding of the local context and priority setting-**

- Developing our approach to better analyse the plethora of data sources and provide leading councillors and Management Board with clear intelligence based information sources which can be then used to inform decision making processes.
- Development of the risk management processes, reporting to JMIB and Overview and Scrutiny committees for the respective councils.
- Developing change models, however not constrained by narrow service based model advocated in the Peer Challenge report (i.e. lean systems review methodology).
- Rather a range of approaches geared to the needs of our communities with community based outcomes rather than a process based output focus.

#### **4.6 Financial planning-**

- Clear sign posting to staff and members of the nature of the ongoing financial challenge facing the councils, this information has also been used to inform the budget setting and resource allocation process for 2013/14.

- Review of the allocation of costs and income through the budget developmental process and in year budget monitoring processes for both councils.
- Development of capacity in asset utilisation and procurement and commissioning through Corporate Manager and ODT developmental proposals and structures.

#### **4.7 Resources and Organisational capacity-**

- Development of a robust and refined approach to project and programme management of the transformation and integration process.
- Revised approach to performance monitoring and management arrangements through the emerging balanced scorecard approach (reporting quarterly to Strategy and Executive committees).

### **5. Background papers**

- LG Group Corporate Peer Challenge report ( Babergh and Mid Suffolk District council,) 14-17 May 2012.
- Executive and Strategy Committee report M70 ( Corporate Peer Challenge) 10/13 September 2012.

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