



LGA Corporate Peer Challenge 2023

Action Plan

Appendix 2



Mansfield
District Council

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Setting the scene

In October 2023, Mansfield District Council welcomed a Corporate Peer Challenge team from the Local Government Association (LGA) to look at how we work as an organisation and to identify strengths and areas of recommendation to improve what we do.

The team consisted of professional officers, including a Chief Executive, Chief Finance Officer, and a senior politician.

To have a team look, review, and assess the way we operate, how we deliver for our residents, and the level of aspiration against delivery is both beneficial in terms of development and helpful in terms of giving us a professional view and signposting to good practice.

The report sets out clearly many areas where the council is achieving and delivering, and overall, the consensus was very positive. However, we also wanted to know areas that we could do better or signpost examples where there is excellent practice or what we can do differently, and these were set out in the recommendations within the report.

This action plan has been prepared in response to those recommendations. We will monitor progress through our Corporate Leadership Team and report progress through the identified committees.

Recommendation one

Recommendation	MDC Response	Action(s)	Timescale(s)	Responsible Officer Owner	Lead Committee
Swiftly agree the financial plans to assist in addressing the current and future challenges MDC faces.	MDC fully agree with this recommendation and have continued to develop a robust and sustainable approach to fiscal management within the council.	1.1 - Medium Term Financial Plan to be presented to Full Council for approval.	January 2024 (Complete)	Head of Finance (Section 151 Officer)	Overview and Scrutiny Committee Corporate
		1.2 – Further develop financial savings monitoring process.	February 2024 (Complete)	Head of Finance (Section 151 Officer)	Overview and Scrutiny Committee Corporate
		1.3 – Develop a theme action plan which aligns to the council’s priority theme area ‘Our Organisation’ as captured within the revised Council Plan.	November 2024 (On target)	Head of People and Transformation	Overview and Scrutiny Committee Corporate

In implementing this recommendation, the council will bear in mind the additional points made by the peer team:

In light of the inherent risks in the Medium-Term Financial Plan (MTFP) and the wider economic climate, having financial plans that are robust and sustainable is essential to ensure the future delivery of services for residents, businesses and to ensure that the district can fully utilise the funding awards that it has been given.

Recommendation two

Recommendation	MDC Response	Action(s)	Timescale(s)	Responsible Officer Owner	Lead Committee
Maximise Collective Leadership Opportunities	MDC acknowledge this recommendation and will expand the learning organisation approach to encompass an innovative approach to leadership culture within the organisation.	2.1 - Develop a 'One Team' leadership culture, through collaborative workshops involving CLT and Cabinet to define and agree upon shared leadership values, behaviours, delegated responsibilities, and accountabilities.	August 2024 (On target)	Head of People and Transformation	Overview and Scrutiny Committee Corporate
		2.2 – Extended Leadership Team (ELT) development session structured around collective leadership.	December 2024 (On target)	Head of People and Transformation	Overview and Scrutiny Committee Corporate
		2.3 – Review of the council's Scheme of Delegation and Financial Regulations to ensure clarity on decision making roles and responsibilities.	December 2024 (On target)	Head of Law and Governance (Monitoring Officer) and Head of Finance (Section 151 Officer)	Full Council
		2.4 – Take the learning from a new 'leadership culture' approach and engage and disseminate this through the organisation.	February 2025 (On target)	Head of People and Transformation & each Head of Service	Overview and Scrutiny Committee Corporate

In implementing this recommendation, the council will bear in mind the additional points made by the peer team:

There is an opportunity to create more capacity within the officer and member leadership spaces for MDC. Embracing this opportunity will enable additional capacity for MDC to play an even more active system leadership role within Nottinghamshire, and the Devolution Deal, with the creation of the East Midlands Combined Authority.

Recommendation three

Recommendation	MDC Response	Action(s)	Timescale(s)	Responsible Officer Owner	Lead Committee
Prioritise key projects and create stronger visibility.	MDC acknowledge this recommendation and will develop a programme of capital projects and ways in which we communicate to both internal and external stakeholders.	3.1 – Develop a pipeline of key capital projects aligned to corporate priorities.	December 2024 (On target)	Regeneration Programmes and Projects Manager	Overview and Scrutiny Committee Place
		3.2 – Enhance current programme and project performance reporting within the council.	July 2024 (On target)	Head of Planning and Regeneration	Overview and Scrutiny Committee Place
		3.3 – Enhance internal and external communications and engagement on key capital programmes/projects.	July 2024 (On target)	Head of People and Transformation and CLT	Overview and Scrutiny Committee Corporate
		3.4 – Review project/programme resources required to deliver current and future key capital schemes.	June 2024 (On target)	Head of Planning and Regeneration and CLT leads for projects	Overview and Scrutiny Committee Place

In implementing this recommendation, the council will bear in mind the additional points made by the peer team:

Ensure agreed priorities are aligned to resources and the capacity of the organisation. Provide more clarity on the link between strategic priorities and delivery while ensuring organisational visibility for internal and external stakeholders.

Recommendation four

Recommendation	MDC Response	Action(s)	Timescale(s)	Responsible Officer Owner	Lead Committee
<p>Consider wider opportunities for Mansfield, and its partners, within the East Midlands region.</p>	<p>MDC fully support the recommendation and acknowledge the importance of representing the interests of the district within the new East Midlands Combined County Authority even though the council are not a constituent member. The council will using its none-constituent membership look to influence agendas and ensure we are well represented or feed into working groups.</p>	<p>4.1 – Explore best practise from other Local Authorities (within areas of devolution) and take any learning for the betterment of the district, and ensure this is a regular discussion at CLT.</p>	<p>December 2024 (On target)</p>	<p>Strategic Director and CLT</p>	<p>Cabinet</p>
		<p>4.2 – Work with key partners within the East Midlands Region and bordering Combined authorities to Nottinghamshire and Derbyshire to inform/shape public sector reform through the devolution agenda.</p>	<p>April 2024 (Commenced and will be ongoing)</p>	<p>Chief Executive Officer and Strategic Director</p>	<p>Cabinet</p>
		<p>4.3 – Engage with key strategic partners to embed System Thinking approaches, to support collective learning and strategic work programme alignment across organisations.</p>	<p>April 2024 (Commenced and will be ongoing)</p>	<p>Chief Executive Officer and CLT</p>	<p>Cabinet</p>

In implementing this recommendation, the council will bear in mind the additional points made by the peer team:

It will be important for the council to ensure it continues to exercise sufficient voice and influence on devolution agenda for Mansfield and the wider East Midlands Region.

Recommendation five

Recommendation	MDC Response	Action(s)	Timescale(s)	Responsible Officer Owner	Lead Committee
Maximise the opportunity of the Overview and Scrutiny function.	MDC support the recommendation and thank the Corporate Peer Challenge Team for acknowledging the work already being undertaken by the council to review the scrutiny arrangements.	5.1 – Develop effective Overview and Scrutiny work programmes, supported by informed working group activities.	June 2024 (On target)	Overview and Scrutiny Chairs and CLT Lead Officers who attend the committees	Overview and Scrutiny Committee Corporate, Communities and Place
		5.2 – Support Member development and identify appropriate training opportunities aligned to governance and scrutiny.	December 2024 (On target)	Head of Law and Governance (Monitoring Officer)	Overview and Scrutiny Committee Corporate, Communities and Place
		5.3 – Report on the findings and recommendations of the Scrutiny working group review and undertake a further review in 2025 to assess change.	December 2025 (On target)	Head of Law and Governance (Monitoring Officer)	Overview and Scrutiny Committee Corporate, Communities and Place

In implementing this recommendation, the council will bear in mind the additional points made by the peer team:

The Council should continue its work to strengthen the Scrutiny function by applying the learning from recent workshops so that it adds value to the decision-making process, genuinely drives improvement and continues to support effective governance.

Recommendation six

Recommendation	MDC Response	Action(s)	Timescale(s)	Responsible Officer Owner	Lead Committee
Build and sustain capacity to deliver MDC's ambition.	MDC support the recommendation and recognise the importance of ensuring ambition can be met with ability to deliver upon that ambition. It is acknowledged that this must be balanced against the financial challenges being faced across local government at this time.	6.1 - Enhance employee engagement with the development of 'employee working groups' designed to shape and inform practises within the organisation.	March 2024 (commenced and will be ongoing)	Head of People and Transformation	Overview and Scrutiny Committee Corporate
		6.2 - Implement vehicles for knowledge share across the organisation with the development of 'lunch time learning sessions and other training opportunities, with the experience from CLT being shared as part of the knowledge share opportunity.	August 2024 (On target)	Head of People and Transformation and CLT	Overview and Scrutiny Committee Corporate
		6.3 - Implement a new 'transferable skills' programme to support employee career development	October 2024 (On target)	Head of People and Transformation	Overview and Scrutiny Committee Corporate
		6.4 – Implement a new coaching and mentoring strategy with supporting training and development opportunities. With each member of CLT mentoring a rising star from across the council to start the programme.	November 2024 (On target)	Head of People and Transformation and CLT	Overview and Scrutiny Committee Corporate

In implementing this recommendation, the council will bear in mind the additional points made by the peer team:

MDC has great foundation within its team and stakeholders to deliver on its challenges. Enabling and developing these even more will be essential for MDC to maximise the opportunities from new funding opportunities, against the backdrop of the financial situation. Ongoing workforce planning should ensure that skills and staff resources are in the best possible place despite any need to make savings on the staffing budget. Effective employee engagement will be crucial to staff continuing to feel they are a valued part of future solutions.



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