

POLICY, FINANCE & ADMINISTRATION COMMITTEE

3 JULY 2012

REPORT OF CHIEF EXECUTIVE

CORPORATE ISSUES

1.0 PURPOSE OF REPORT

- 1.1 To advise Members of certain corporate issues and to seek authority to make consequential changes to the Appraisal process for the Corporate Management Team.

2.0 RECOMMENDATIONS

It is recommended that:

- 2.1 **The report be noted;**

- 2.2 **The annual and six monthly appraisal of the Corporate Management Team (the Chief Executive and the two Strategic Directors) be carried out in the presence of the Leader of the Council, the Deputy Leader and the Leader of the largest Opposition Group.**

3.0 KEY ISSUES

- 3.1 In recent months the officers have gained a greater understanding of the direction of travel of the Leading Group since the change in Leadership. It is apparent that nationally the Coalition Government wished to see a focus upon economic development and regeneration in all parts of the public sector. This Council whilst delivering certain economic development services has not had a high focus in this area and a direction of travel which requires such focus will need officers to be organised in a different way. Also, Melton Borough Council is about to embark as required by Members on the next stage of its "transformation" programme arising from the New Ways of Working. This involves a greater utilisation of existing technology and development of new technologies to bring further efficiencies into the Council. This will include an increasing focus on customer insight and a greater understanding of customer need so that the Council is delivering services which are tailored to the needs of local residents.
- 3.2 In order to achieve this, the Chief Executive has considered the current officer arrangements across the Council. It is clear that additional capacity is required in the field of economic development and that needs not only to cover the requirements of such a service operating under an approved strategy by Members, but also the ability to manage several major projects which will bring regeneration opportunities to the Borough. With respect to the development of the change programme whilst there are resources within the Council, its organisation around a programme/project management focus requires improvement. The officers will therefore reorganise the capacity within the organisation to enable additional resources to be made available for the development of the Council's economic development approach including its strategy, strategic relationships with other organisations and the ongoing attention to employment and skills. With respect to projects the new arrangements for the Housing Revenue Account will result in the authority managing its housing stock as if it were public sector business. Members have already agreed to make resources available through the Community & Social Affairs Committee to support the development of an asset based approach to the utilisation of the Account.
- 3.3 The resources made available at the first stage of this approach are that the Head of Communities & Neighbourhoods will focus on the economic development teams within his service, the Strategic Director (CAM) whilst continuing her strategic role will have oversight

of this area of the Council's activities. Additionally, the Head of Regulatory Services has indicated that his Teams have a proactive role in the development of this approach as they are responsible for early advice to landowners and businesses. The Strategic Director (KA) will act as Programme Lead for the next stages of the Council's technology and efficiency programme based around customer focus and service. He will be supported by the Head of Central Services and the Head of Communications. Both of these officers have a key role in leading forward the next steps of the Council's improvement in the use of both its existing and required technology resources. This work will be the focus of the Council's Change Team resource. As a break from existing procedures, in order to ensure capacity is properly freed up the Chief Executive will take oversight of the Council's successful Communities & Neighbourhoods team working with families, vulnerable people, and neighbourhood management. This is seen as a guiding role, particularly through the rollout of the Troubled Families programme (elsewhere on this agenda) and the development of the Council's programme to tackle worklessness.

- 3.4 The approach will be built upon the Council's improving approach to Programme and Project management with the "T3" Managers taking leading roles for specific projects supported by relevant teams. Staff will be encouraged to be part of teams to use their experience and knowledge across the Council. Heads of Service will be required to manage capacity within their services, within teams and for individuals in a proactive and supportive way. The Strategic Director (KA) will take chairmanship of the Programme Board as he will lead on the most complicated of the Council's projects in terms of technological and cultural change.
- 3.5 The first example of this new management approach has been put in place in that the Place Manager has agreed to change significant aspects of his current working arrangements to act as Council Project Lead on the current finance reforms and the potential impact on Council programmes and policies of the change to Universal Credit. The Environment Protection and Safety Manager has agreed to take leadership of the Council's work and activity in the field of Affordable Warmth building on her extensive private sector expertise. Furthermore, individual projects will be passed to other staff and team leaders as skills, experience, and resources permit. The Financial Inclusion Officer has agreed to take leadership of the development of the Council's revised relationship and arrangements with the Citizens Advice Bureau as the current officer co-ordinating that relationship.
- 3.6 By use of its resources effectively, by developing its technology efficiently, and by focusing on the approved priorities the Council can move forward with this revised Direction of Travel without further major officer change. However, the approach will be effectively monitored through the Performance Management system and through regular reports on the programme projects to Committee and Task Groups.
- 3.7 Members are asked to note these changes which will be implemented during the summer months and to be aware of the monitoring and oversight role as indicated.

3.8 **Investors in People**

- 3.9 As Members are aware the Council was successful in obtaining the Investors in People award at silver level following a recent inspection. As with the Equalities Peer Review, the inspector was very complementary of the Council's staff in particular their proactive and committed approach to the Council's priorities and agenda. Also, he complemented the human resources and staff management of the Council advising that it supported staff to enable them to work in the way they did. The Council is only the third in the region to obtain this level of award.
- 3.10 An action plan to address the outstanding issues and recommendations from the report will be developed and taken through the Joint Staff Working Group and finally to this Committee.

3.11 Corporate Management Appraisals

3.12 The current approved arrangements for the Corporate Management Team (CMT) require amendment following the abolition of the Overview, Scrutiny and Audit Committee earlier this year. The current approved arrangements for appraisals have each officer being appraised by a facilitator and the Leader and the Chair of that Committee. In order to accommodate a cross party flavour to the appraisals, but also to keep numbers at a manageable level for such a process it is proposed that the appraisals be conducted before the Leader and the Deputy Leader together with the Leader of the largest Opposition Group. If approved this will be implemented from the 6 monthly review later this year.

3.13 Performance Management

3.14 This Committee has had oversight of the development of the new Performance Management System during its development. A report is to be made to the Governance Committee at its meeting on 27 June to approve the new system following the recommendations of the Task Group to advise officers and Members through the pilot and development phase.

3.15 Members are asked to note that further reports on performance, unless relevant to this Committee will be made through the Governance Committee.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 These are as set out in the body of the report and refer to the refocus upon economic development in priorities and the officer organisation to meet this change and the excellent outcome of the Investors in People inspection which will be reported through the Joint Staff Working Group to the Committee.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 There are no particular implications arising from this report. All programme and projects will receive separate approval by the relevant Policy Committees, indeed several are included on the agenda for this Committee.

6.0 LEGAL IMPLICATIONS/POWERS

6.1 The changes in officers working priorities will be put in place by agreement. Job roles will be scoped and there will be clarity as to the expectations of the officers concerned. It is not anticipated that there will be any legal implications arising from the refocusing of staff resources or other matters set out in this report.

7.0 COMMUNITY SAFETY

7.1 There are no specific implications arising from this report.

8.0 EQUALITIES

8.1 There are no specific implications arising from this report, however as Members are aware, individual projects and indeed on occasions Programmes require Equalities Impact Assessments to be prepared and considered by officers and, as appropriate, Members.

9.0 RISKS

9.1

Probability
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Very High A				
High B				
Significant C			1	
Low D				
Very Low E				
Almost Impossible F				
	IV Neg- ligible	III Marg- inal	II Critical	I Catast- rophic

→
Impact

Risk No.	Description
1	Corporate Risk 52, lack of corporate resources to fulfil the corporate vision over the next 2/3 years.

10.0 CLIMATE CHANGE

10.1 There are no specific implications arising from this report.

11.0 CONSULTATION

11.1 Senior managers and officers directly affected by the refocus on priorities have been consulted. The Chief Executive has run a series of Officer Briefings and briefings for Members on the proposals. Individual officers asked to lead or take project team responsibilities will be spoken to and consulted upon the impact of these matters on their existing workloads. The aim of the programme is to free capacity and therefore this consideration is necessary. These discussions and consultations will continue.

11.2 Consultation was offered to the recognised trade unions and they took part in the Officer Briefings.

12.0 WARDS AFFECTED

12.1 All.

Contact Officer: Lynn Aisbett, Chief executive
Date: 25 June 2012

Appendices: None

Background Papers: "Turning the Tanker" presentation
Investors in People report
Performance Management Task Group notes relevant the development of the revised system

Reference: X : Cttees, Council & Sub Cttees/PFA/2012 13/030712