

	<b>AGENDA ITEM NO.</b>
<p align="center"><b>Report Cover Sheet</b></p>	
<b>Name of Meeting:</b>	Executive
<b>Date of Meeting:</b>	25 <sup>th</sup> March 2008
<b>Report Title:</b>	IMPLEMENTATION PROPOSALS FOR THE CORPORATE STRATEGY 2007-2011
<b>Summary of report:</b>	To seek approval for implementation proposals for the 2007-2011 Corporate Strategy, including the resource strategies (Asset Management Plan, ICT Strategy and People Strategy)
<b>For further information please contact (report author);</b>	Dave Barber – 01926 456065 <a href="mailto:Dave.barber@warwickdc.gov.uk">Dave.barber@warwickdc.gov.uk</a>
<b>Business Unit:</b>	Policy and Performance
<b>Would the recommended decision be contrary to the policy framework:</b>	No
<b>Would the recommended decision be contrary to the budgetary framework:</b>	No
<b>Wards of the District directly affected by this decision:</b>	All Wards
<b>Key Decision?</b>	Yes
<b>Included within the Forward Plan?</b>	Yes
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006</b>	No
<b>Date and name of meeting when issue was last considered and relevant minute number:</b>	Linked report considered by Executive on 11th February 2008
<b>Background Papers:</b>	None

## Consultation Undertaken

Below is a table of the Council's regular consultees. However not all have to be consulted on every matter and if there was no obligation to consult with a specific consultee they will be marked as n/a.

Consultees	Yes/ No	Who
Other Committees	Yes	Executive Scrutiny
Ward Councillors	No	
Portfolio Holders	Yes	Cllr Coker – Email dated 28/2/08
Other Councillors	No	
Warwick District Council recognised Trades Unions	No	
Other Warwick District Council Service Areas	Yes	ICT (Jane Jack) and Personnel (Karen Pearce)
Project partners	No	
Parish/Town Council	No	
Highways Authority	No	
Residents	No	
Citizens Panel	No	
Other consultees	No	

## Officer Approval

With regard to officer approval all reports must be approved by the report authors relevant director, Finance Services and Legal Services.

Officer Approval	Date	Name
Relevant Director(s)	Email dated 26/2/08	All
Chief Executive	Email dated 26/2/08	Chris Elliott
CMT	Meeting	CMT

	29/2/08	
Section 151 Officer	Email dated 26/2/08	Mary Hawkins
Legal	Email dated 26/2/08	Bal Nahal
Finance	Email dated 26/2/08	Marcus Miskinis
<b>Final Decision?</b>		Yes
<b>Suggested next steps (if not final decision please set out below)</b>		

## 1. RECOMMENDATIONS

- 1.1 That the proposals to organise the implementation of the corporate strategy through Programme Management as set out in section 2.4 be agreed
- 1.2 That following the agreement of the Financial Strategy at February Executive, the other three resources strategies (Asset Management Plan; People Strategy and ICT Strategy) as set out in appendices 1, 2 and 3, be agreed

## 2. REASONS FOR RECOMMENDATIONS

- 2.1. At its meeting on 11<sup>th</sup> February 2008 the Executive agreed the 2007-2011 Corporate Strategy and agreed that a further report on proposals for the mechanisms for implementing the Corporate Strategy should be considered in March 2008.
- 2.2. Since then, work has been done to :
  - 2.2.1. establish proposals for ensuring that resources can be allocated to the corporate strategy through the resource strategies
  - 2.2.2. develop an outline framework for ensuring effective governance arrangements for the delivery of Corporate Strategy through a focused approach based on Programme Management
- 2.3. Resource Strategies
  - 2.3.1. The Council has used the concept of developing and reviewing four resource strategies for many years now. The four resource strategies are: the Finance Strategy; the Asset Management Plan, the People Strategy and the ICT Strategy. These strategies are developed to ensure we have the right quantity, type and quality of resources (money, people, buildings and technology) in place to deliver the Council's priorities. Following the approval of the 2003 Corporate Strategy each of the four resource strategies were re-written to ensure they were aligned with the Corporate Strategy. They were then reviewed on an annual basis to ensure continuing alignment.

- 2.3.2. It is important that this approach is continued to ensure resources are carefully managed and are continually developed to keep abreast of changing customer and Central Government demands and expectations.
- 2.3.3. The Financial Strategy was approved alongside the budget and the Corporate Strategy in February. This report therefore seeks approval for the other three strategies. The key points to notes from each of these are
- 2.3.4. Asset Management Plan: the Asset Management Plan (AMP) details asset management arrangements, changes already put in place and planned action to improve corporate asset use. The process provides the means by which the Asset Management Steering Group (A.M.S.G.) is able to define and provide for the longer-term corporate needs and challenges existing asset use. The AMP document sets out the key objectives for the medium-term property interests in its operational and non-operational land and buildings.
- 2.3.5. Our Corporate objective is for property to provide clear community leadership and effective management of resources delivering responsive public services in an open and transparent manner.
- 2.3.6. People Strategy: the People Strategy aims to ensure we
- Employ people in the most cost efficient manner
  - Manage people fairly
  - Train and develop people to embrace change both within their current jobs and in future ways of working
  - Involve people in the way their work is organised in order to develop improved processes
  - Plan the structure of the organisation and workforce to provide the right number of people with the right skills and attitudes at the right time.
  - Lead organisation change and development in an open and transparent way
  - Communicate with people in honest and accessible ways
  - Provide a healthy work place that values diversity and seeks to minimise the environmental impact
- 2.3.7. ICT Strategy: the ICT Strategy aims to ensure that staff and members have the tools to carry to their tasks effectively; to ensure that customers can access our services in efficient and effective ways and to ensure that we have the ability to communicate and join up with our partners. This is a challenging agenda in a rapidly developing area.
- 2.3.8. The specific vision of the ICT Strategy is to “seek to exploit leading edge Information and Communications Technology (ICT) to support the council's transformation into a world class organisation; enabling the delivery of high quality, value for money services and promoting an inclusive culture through improved communication and participation in the democratic process”.
- 2.4. Performance Management and Governance of the Corporate Strategy
- 2.4.1. The resource strategies are clearly important tools in enabling the corporate

priorities to be delivered. However, they are only part of the picture. To be fully effective, they need to sit alongside a structured approach to ongoing management of the priorities. The key tools in this are :

- 2.4.2. Programme Management : Programme Management provides a structured approach to ensuring that linked projects are carefully managed and that they deliver not only new capability, but also the planned outcomes or benefits. A programme ensures that once a project has been completed (for example the installation of a new piece of technology) the potential improvements resulting from that project are delivered (for example, faster processing, efficiency savings or better customer service).
- 2.4.3. Programme Management has the potential to be an effective tool for the delivery of the Corporate Strategy and the priorities set out in Building on Excellence. Each of the Corporate Strategy targets and the projects within Building on Excellence can be managed through an overarching programme. Programme Management can also provide the framework for considering resource allocation between projects and for ensuring that any bids for additional funding are aligned with the corporate priorities
- 2.4.4. Project Management: WDC has used project management for a number of years. However we have not been consistent in our approach to this. It is therefore proposed that a more robust approach to project management be used. This will require improved buy-in from managers and wider training to develop the pool of project managers. In this way, Project Management can help to ensure that the resources needed to deliver projects are minimised and that the outputs from projects are maximised. In addition, by co-ordinating projects through programme management, the links between different projects can be fully exploited.
- 2.4.5. Effective Service Planning: The approaches to Project and Programme Management outlined above need to be linked to the way service planning takes place. In the past service area plans have been used as the key tools for identifying performance improvements, bidding for additional resources and setting out key projects to be managed by the service. However, this approach is likely to be superseded by a focus on programmes and projects. In this approach, significant improvement projects will be managed through the corporate approach to programmes and projects and bids for new resources will be channelled through programmes (in a modern organisation, little improvement activity can be managed through the work of one service only - almost all improvement project require input from a range of services). The result of this is that aspects of the former approach to service planning are likely to now be managed through programmes and the service plans are likely to become the tools for service managers to allocate their resources, manage their day to day activities and drive the approach to incremental performance improvements and set the framework for the performance management of the service.
- 2.4.6. Governance arrangements and the potential role of Members : the Governance arrangements for the managing the Corporate programmes and the resource strategies will be finalised through the process of consultation described in 2.4.8 below. However a number of suggested principles (as shown in the diagram below) have already been developed :



- 2.4.8. Consultation and Training : the details of how the tools described above are put in to practice have not been finalised. However, WDC is applying to the West Midlands Regional Improvement and Efficiency Partnership (RIEP) for funding to support a process of consulting with managers and providing training on programme and project management for all relevant staff. This will ensure that we achieve buy-in to our approach and that staff have the training to apply the approach effectively and consistently to deliver corporate priorities.

### **3. ALTERNATIVE OPTIONS CONSIDERED**

- 3.1. Whilst it would be possible to proceed without resource strategies, this is becoming increasingly difficult as expectations from Central Government focus on the need to manage our resources carefully and increasingly each of the four strategies are a compliance requirement for the Audit Commission or other quality standards bodies. In addition these strategies do provide a vital tool in ensuring our resources are managed carefully and do align to the corporate priorities. It would therefore be inconsistent with the practices of an excellent Council to proceed without the resource strategies or without reviewing them to ensure they align to the Corporate Strategy.
- 3.2. In relation to the performance management and governance arrangements, there is more flexibility and a range of options have been considered. These options include the following
- 3.2.1. Do nothing : this option would mean that the Council's approach to service planning, project management and delivery of corporate change priorities remains unchanged. However, this option has been rejected on the grounds that our current approach is not sufficiently robust or consistent. This approach would carry a significantly increased risk that corporate priorities would not be delivered and required efficiencies and savings would not be met.
- 3.2.2. Scoring Matrix to Prioritise : We have previously used an approach whereby a scoring matrix is used to prioritise projects put forward through the service planning process on the basis of strategic alignment and benefits. However this has failed to address the problem of multiple, complex, inter-related projects all of which are important and has failed therefore to match resource availability with the projects. This approach makes managing resources very difficult and can lead to unplanned delays to projects. Again, it would carry a significant risk that priorities would not be delivered and that efficiency/savings targets would not be met.
- 3.2.3. Increased Focus on Project Management and Service Planning (without Programme Management) : it might be possible to deliver much of the Corporate Strategy by breaking down the work required into specific projects and ensuring that service area plans and the detailed resource allocations are aligned to the Corporate Strategy. This is similar to our current approach but with increased focus could improve consistency of its application. However, this approach is likely to continue to pose difficulties in realistically managing how we use our resources and there is insufficient emphasis on the co-ordinating role and fails to recognise the importance on focusing on the delivering benefits even after the Project has finished. Whilst this would potentially be an improvement on our current approach, it is possible that it

could lead to key resources becoming over stretched, thereby leading to the failure to complete projects on time or failure to deliver the full benefits from those projects.

#### **4. BUDGET FRAMEWORK**

- 4.1. There are no additional resource requirements resulting from this report. However it should be noted that there will be costs associated with the proposals for consultation with managers and training for staff. It is planned to meet these costs from a 50% grant from the RIEP (initial indications are that this is likely to be agreed, though the final approval meeting is due to be held on 11<sup>th</sup> March) with the remaining funding coming from the existing service improvement budget.
- 4.2. If the approach to Programme Management is approved, there is likely to be a need in the longer run to appoint one or more programme managers. It is hoped that this can be achieved from within existing resources, although this depends on the outcomes of the process of consultation with managers. Should any additional resources be required for this, proposals will only be developed if it can be demonstrated that the future savings will outweigh the costs. In these circumstances, this will be the subject of a future report to Executive

#### **5. POLICY FRAMEWORK**

- 5.1. The Corporate Strategy will form the backbone of the Council's policy framework against which other decisions will need to be evaluated. These proposals for its implementation are therefore entirely consistent with the Council's corporate policy

Dave Barber  
Policy and Performance

#### **APPENDICIES**

Appendix 1 : Asset Management Plan

Appendix 2 : People Strategy

Appendix 3 : ICT Strategy