

 Employment Committee – 20th March 2019		Agenda Item No. 10
Title	Addition of Performance Management Officer post to Council's staffing establishment	
For further information about this report please contact	Andrew Jones Andrew.jones@warwickdc.gov.uk (01926) 456830	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Executive Report 6 th February 2019	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	No

Officer/ Councillor Approval	Date	Name
Deputy Chief Executive	26/2/'19	Andrew Jones
CMT	26/2/'19	Chris Elliott Bill Hunt Andrew Jones
Section 151 Officer	26/2/'19	Mike Snow
HR	26/2/'19	Tracy Dolphin
Portfolio Holder(s)	26/2/'19	Cllrs Mobbs and Coker
Consultation & Community Engagement		
N/A		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 This report recommends an additional post is added to the Council's staffing establishment within Chief Executive's Office Service Area to, among other things, co-ordinate the collection and maintenance of the Council's performance information. Funding for the post was recommended by Executive on 6th February 2019 and agreed by Council on 20th February 2019.

2. **Recommendations**

- 2.1 That Employment Committee agrees the addition of a Performance Management Officer post within Chief Executive's Office Service Area.
- 2.2 That the Employment Committee agrees the revised Democratic Services Structure as set out at Appendix 1.

3. **Reasons for the Recommendations**

- 3.1 In 2011, as part of the Fit For the Future change programme, the Council adopted a revised approach to performance management. Historically the Council had used a target based system for monitoring service delivery which involved the collection of hundreds of pieces of information to assist managers with the management of the Council's business. This approach to performance management increasingly became to be seen as over burdensome with the collection of data widely-perceived to be an industry in itself.
- 3.2 The revised approach sought to dramatically reduce the volume of information being collected and rather than have a myriad of targets to try and achieve, Service Area Managers were encouraged to determine a limited number of key service measures to monitor as a proxy for the performance of their respective Service Areas. The need to re-evaluate the Council's approach to performance management was also in the context of the significant funding reduction the Council was experiencing where the Council needed to ensure that its investment in staffing resources was as efficient as possible.
- 3.3 Whilst the revised approach has been successful in ensuring that the Council is more discerning in the information it collects, the Senior Management Team has recognised that it would benefit from a broader range of data being available for analysis and importantly, on a timely basis. Whilst it is the responsibility of individual Service Areas to collect their respective performance information from the back office systems and bespoke spreadsheets, there is no resource to bring all this information together as a coherent whole so that the Senior Management Team has a comprehensive understanding of how the Council is performing. This situation was recognised in the report of the Corporate Peer Challenge team upon which the Chief Executive reported at the 6th February 2019 Executive meeting:

"2. Step up your monitoring and oversight to prevent being blown off track

"Having effective and proportionate arrangements in place for the Council to receive timely and relevant data and information to track and monitor progress of key priorities is important. This will allow the Council to keep an overview on delivery and help to keep on track with priority projects."

- 3.4 The Peer Challenge Team also addressed the issue of the Corporate Management Team's (CMT) capacity:

"The Peer Team recognised that the CMT is incredibly busy and in order to optimise their capacity and ability to work smarter we would encourage you to review the administrative support available. This would support CMT to be as effective as possible. Having your most senior managers undertaking activity which is better delivered through administrative support can distract them from more important issues and puts them under unnecessary pressure. Having appropriate administrative support needs to be part of ensuring the authority's senior management arrangements are fit for the future."

- 3.5 Consequently, CMT considers that the recommended post can also assist senior managers with key administrative and organisational tasks around business and service planning, and programme and project support.
- 3.4 The funding for the proposed post was recommended by Executive on 6th February 2019 and agreed by Council on 20th February 2019.

4. **Policy Framework**

4.1 **Fit for the Future:**

The Council's FFF Strategy is designed to deliver the Vision for the District of making it a Great Place to Live, Work and Visit.

The FFF Strategy has 3 strands – People, Services and Money and each has an external and internal element to it. The post will support the delivery of outcomes in all of these areas.

FFF Strands		
People	Services	Money
External		
Health, Homes, Communities	Green, Clean, Safe	Infrastructure, Enterprise, Employment
<u>Intended outcomes:</u> Improved health for all Housing needs for all met Improved cultural and sports activities Cohesive and active communities	<u>Intended outcomes:</u> Area has well looked after public spaces All communities have access to decent open space Improved air quality Low levels of crime and Anti-Social Behaviour (ASB)	<u>Intended outcomes:</u> Dynamic and diverse local economy Vibrant town centres Improved performance/productivity of local economy Increased employment and income levels
Internal		
Effective Staff	Maintain or Improve Services	Firm Financial Footing over the Longer Term
<u>Intended outcomes:</u> All staff are properly trained All staff have the appropriate tools All staff are engaged, empowered and supported	<u>Intended outcomes:</u> Focusing on our customers' needs Continuously improve our processes Increase the digital provision of services	<u>Intended outcomes:</u> Better return/use of our assets Full Cost accounting Continued cost management Maximise income earning opportunities

The right people are in the right job with the right skills and right behaviours		Seek best value for money
--	--	---------------------------

4.2 **Supporting Strategies**

Each strand of the FFF Strategy has several supporting strategies.

- 4.3 **Impact Assessment:** There are no equalities or environmental impacts associated with the proposal in this report.

5. **Budgetary Framework**

- 5.1 The Council's budget for 2019/20 includes £30,000 for this post. This amount has been factored into the Medium Term Financial Strategy.

6. **Risks**

- 6.1 There is a risk that the post's accountabilities do not translate into improved business decisions by the Senior Management Team. Risk mitigation will be the responsibility of the Senior Management Team to ensure that the information provided is acted upon in the appropriate manner.

7. **Alternative Option(s) considered**

- 7.1 The options of sharing a resource with Warwickshire County Council and Stratford District Council respectively were considered. However, it was felt that the systems they had in place and the demands on their respective teams did not make sharing cost-effective.

Revised Democratic Structure

