Gloucester City Council

Meeting:	**Cabinet**	**12th June 2019**
Subject:	**Effective delivery of strategy, performance and project governance**	
Report Of:	**Cabinet Member for Performance and Resources**	
Wards Affected:	all	
Key Decision:	**No** **Budget/Policy Framework: No**	
Contact Officer:	**Anne Brinkhoff, Corporate Director**	
	Email: anne.brinkhoff@gloucester.gov.uk Tel: 394765	
Appendices:	**N/A**	

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 To seek approval for the establishment of two new posts to deliver an effective policy, strategy and performance management and governance function.

2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE** that

(1) The creation of two new permanent posts as set out in the report be approved

3.0 Background and Key Issues

3.1 In September 2018, Cabinet approved a work and investment proposal to complete the Together Gloucester programme and safeguard the savings already made. This programme consisted of six work packages and Cabinet made provision for an additional one-off investment of £1.6m.

3.2 The objective of work package 4 – Strategy, Performance and Governance (SPG) was to design an improved strategy, performance and governance framework. This would enable better prioritisation, governance and delivery of the Council's agreed corporate priorities and resources. This work package was launched in November 2018 with a piece of consultancy work delivered by 'Ignite'. The work package sought to improve strategy development, service planning, target setting and programme, project and performance management. The expectation was that on-going work would be delivered by three new full-time posts supporting strategy development, performance management and programme delivery. To this effect Cabinet approved a budget for the three posts in September 2018 in principle, but requested a separate report that would outline the rationale for these posts.

3.3 The work delivered through work package 4 involved strategic mapping and advice, technical input and workshops with Directors and Service Managers and has provided us with:
- a new framework, structure and guidance to break down policy into operational service plans
- a clear framework to measure operational delivery (input, activity, output) and the wider political goals of the Council (outcome and impact)
- a methodology for improved project management and governance.

This work builds on our developing arrangements of performance management and our investment in a performance management system (Pentana).

3.4 Effective strategic planning and performance management requires investment in processes and systems but also in developing a performance management mindset. At present, there is no dedicated officer resource and the development and administration largely falls to the Policy and Governance Manager and to Service Managers. The introduction of additional corporate capacity will enable us to devise a corporate methodology leading to a consistent approach in how strategies are delivered and how they feed into the operational service plans. Improved project and performance management arrangements will provide us with better information and assurance that we are delivering the best outcomes in the most efficient way for the residents of the City.

3.5 Recognising the financial pressures of the Council we consider that we don't require three full time posts, each with a separate portfolio. Instead we propose the creation of two new posts, each with a specific focus but with an expectation that the two posts will work closely together and collectively deliver an improved strategy, performance and governance function. These posts will be managed by the Policy and Governance Manager. They are:

- a **Policy & Development Officer** – who will be responsible for the production and revision of the Council's policy schedule and drive the preparation and revision of key council policies and strategies. They will manage our SLA with the county wide research and data team (Maiden) and undertake research and support managers with the preparation of external funding bids where appropriate

- a **Performance & Improvement Officer** – who will oversee the design, development and production of and access to accurate, timely and meaningful performance and project information. They will also drive, with support from the Policy and Governance Manger and SMT, the creation of a robust performance management culture and mindset across the organisation.

3.6 It should be noted that the role of these new officers to provide technical advice as well as challenge to SMT and Managers who ultimately remain responsible for effective corporate planning and performance management.

4.0 Asset Based Community Development (ABCD) Considerations

4.1 N/A

5.0 Environmental Implications

5.1   N/A

6.0   Alternative Options Considered

6.1   Do nothing. If the council wishes to improve arrangements in strategy, programme and governance it will have to resource this adequately.

6.2   Establish a shared service arrangement with the County Council. We consider that these posts are at the heart of our corporate planning and performance monitoring arrangements which are different to that of the County Council. We cannot foresee any efficiencies or economies of scope in a shared arrangement.

7.0   Reasons for Recommendations

7.1   The proposals will increase the efficiency and effectiveness of our corporate planning, performance management and governance processes so that we can ensure that we spend budgets wisely and with maximum return on investment.

8.0   Future Work and Conclusions

8.1   Both roles will need to go through a job evaluation process before we go out to recruitment. Both roles will be advertised internally and externally.

9.0   Financial Implications

9.1   We expect the costs of the two posts to be in the region of £100,000 pa (including on-costs). The 2019/20 budget includes provision for this.

       (Financial Services have been consulted in the preparation this report.)

10.0   Legal Implications

10.1   None in addition to the normal HR implications

       (One Legal have been consulted in the preparation this report.)

11.0   Risk & Opportunity Management Implications

11.1   Nothing further to add

12.0   People Impact Assessment (PIA) and Safeguarding:

12.1   N/A

13.0   Community Safety Implications

13.1   N/A

14.0   Staffing & Trade Union Implications

14.1   N/A

Background Documents: None