

## People, Performance and Accountabilities

### Item 5

**Committee:** Operations

**Agenda Item**

**Date:** 16th November 2006

**5**

**Title:** People, Performance and Accountability

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Item for  
decision

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### Summary

This report provides an overview of the Corporate Plan project aimed at developing managers and leaders in the Council. The Executive Management Team have endorsed an approach which will support the planned future development of the Council and which works with managers to address the issues raised both internally and by the Audit Commission in their last Annual Audit Letter. The report is brought to this Committee as it is the parent committee for Human Resources, who will be driving the proposed project forward.

### Recommendation

The Committee is recommended to note the proposed actions in this report.

### Background Papers

Annual Audit Letter 2004/05, Corporate Plan 2008/09.

### Impact

|                            |  |
|----------------------------|--|
| Communication/Consultation | Manager consultation and involvement will be a key element of the project  |
| Community Safety           | No specific implications   |
| Equalities                 | No specific implications   |
| Finance                    | Assessment centre costs, production of questionnaires and manager time during brainstorming sessions and assessment centres. Costs can be contained within existing budgets. |
| Human Rights               | No specific implications   |
| Legal implications         | No specific implications   |
| Ward-specific impacts      | No specific implications   |
| Workforce/Workplace        | Regular communication with EMT/managers/supervisors/team leaders/unions as to the progress of the project.   |

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#### Situation

- 1 Following the appointment of a new Chief Executive in 2003 and the structural re-organisation in 2004 a need was highlighted for some managers to take initiative and more responsibility for the operational running of their services, so that the Executive Managers could focus more on the strategic aspects of the Council's work.
- 2 Cohort training and development commenced, with varying success.
- 3 The Annual Audit Letter 2004/05 from the Audit commission commented on some managers being reluctant to take responsibility for management of all aspects of their role.
- 4 A specific project to address this issue was added to the Corporate Plan.
- 5 The first stage of the project is to develop a questionnaire for distribution to middle managers to identify their understanding of their roles and responsibilities and then to conduct brainstorming sessions. The aim will be to produce a report on the ideal UDC manager and then to conduct assessment centres to assess all managers against the "Ideal", identify training gaps, arrange workshops where necessary, and use the "Ideal" for Appraisal review purposes.
- 6 The proposed approach is consistent and in fact underpins many of the organisational changes which the Chief Executive has discussed with Members and which will be included in his proposed report to the Full Council on 12<sup>th</sup> December.

#### Risk Analysis

| Risk   | Likelihood | Impact | Mitigating actions  |
|--|------------|--------|---|
| That the project places too great a burden on manager time   | Medium     | Medium | The detailed planning and timescales of the project will be designed so as to minimise disruption   |
| That some managers will be resistant to the changes proposed or unable to meet the challenges that they pose | Medium     | High   | The project will be managed in a professional, open and inclusive fashion, giving managers opportunities to input their ideas and any constraints they identify so that appropriate training and support can be given to achieve the desired aims |