

**Report To: Policy and Resources Committee**

**Date: 2 February 2016**

**Report By: Chief Executive**

**Report No: CE/001/16/JWM**

**Contact Officer: Lynsey Logsdon, Business  
Support Executive**

**Contact No: 2744**

**Subject: Co-ordination and Monitoring of Corporate Projects**

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## **1.0 PURPOSE**

- 1.1 The purpose of this report is to inform the Policy and Resources Committee of the findings of a review that has been carried out of how the Council co-ordinates and monitors corporate projects and work streams. In addition, this report proposes recommendations regarding a new structure to improve the Council's approach to the co-ordination and monitoring of corporate projects and work streams.

## **2.0 SUMMARY**

- 2.1 The Council established a series of Corporate Improvements Groups (CIGS) in 2010 as the means through which the Council co-ordinates and monitors corporate projects and work streams.
- 2.2 The current CIG structure has now been in place for six years and the CMT agreed that it would be valuable to carry out a review to assess whether it still meets the needs of the Council and provides adequate oversight of the progress that is being made in the implementation of corporate projects and work streams.
- 2.3 A review was subsequently undertaken and it concluded that:
- A significant number of new working groups have been established since 2010 that are not part of the current CIG structure.
  - There is no standardised approach across all corporate working groups.
  - The performance management and monitoring arrangements vary across all groups.
  - Corporate governance was identified as an area that could be improved on.
- 2.4 Based on the findings of the review, consideration has been given as to how the Council could improve and streamline its approach to the co-ordination and monitoring of corporate projects. It is proposed that the Council disbands CIGs and instead uses Corporate Directorate Improvement Plans (CDIPS) as the mechanism through which corporate projects and work streams are co-ordinated and monitored. A new structure has been developed to facilitate this new proposed approach and it is contained within Appendix 3 of this report.

## **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Policy and Resources Committee:
- a) Notes the findings of the review that has been undertaken of the Council's CIG structure; and
  - b) Agrees that the Council disbands CIGS and instead uses CDIPS as the as the mechanism through which corporate projects and work streams are co-ordinated and monitored.

## 4.0 BACKGROUND

- 4.1 The Council established a series of Corporate Improvements Groups (CIGS) in 2010 as the means through which the Council co-ordinates and monitors corporate projects and work streams. This followed a review of the Operating Model. Three Corporate Improvement Groups were established – Asset Management, Modernisation and Performance. Each group was chaired by a Corporate Director and a series of sub-groups were also established that report into each CIG. The structure introduced in 2010 is contained within Appendix 1.
- 4.2 The current CIG structure has now been in place for six years and the CMT agreed that it would be valuable to carry out a review to assess whether it still meets the needs of the Council and provides adequate oversight of the progress that is being made in the implementation of corporate projects and work streams.
- 4.3 A review was subsequently undertaken of the Council's CIGS, sub groups and other corporate working groups. The aim of the review was to carry out a mapping exercise of these groups in order to establish the following:
- Could the number of working groups be streamlined?
  - Are there any corporate work streams not covered by a working group?
  - Are there any areas where improvement is required?
  - Is the current corporate improvement structure still fit for purpose?
- 4.4 All corporate working groups that currently meet have been identified and are contained within Appendix 2. In addition, information on the remit, membership, frequency of meetings and reporting / monitoring mechanisms of each working group was gathered and analysed.

## 5.0 KEY FINDINGS OF REVIEW

- 5.1 The key findings to emerge from the review include:
- There has been a substantial increase in the number of corporate working groups that have been established since the existing structure was implemented in 2010. In addition, some of these new groups are not part of the CIG structure. For example, the Procurement Board and the Designated Procurement Officers Group and the Energy Group and the Carbon Management Group.
  - There is no consistent / standardised approach that is being applied across all CIGs. For example, there are no standardised terms of reference, the frequency of meetings is different for each group and each group has their own monitoring and reporting arrangements.
  - The performance management and reporting arrangements vary greatly between the groups. This makes it difficult for the CMT and Elected Members to have oversight of the progress that is being made in the implementation of corporate projects and to carry out their scrutiny role effectively.
  - Corporate governance was the only area identified in the review that is not currently covered by a CIG.
- 5.2 The findings of the review indicate that there are a number of improvements that could be made to how the Council co-ordinates and monitors corporate projects and work streams. For example:
- **New stream lined structure** – there has been an increase in the number of corporate working groups and a significant amount of officer time is taken up attending these groups. Consideration should therefore be given as to how the structure could be streamlined and the number of working groups reduced. It may

be possible for some working groups to be merged. In addition, the development of a new structure will ensure that all corporate working groups are included in the structure.

- **Standardised terms of reference** - it is vital that standardised terms of reference are developed for every corporate working group. A standardised template used by all groups would enable the following information to be captured - the purpose of the group, membership, frequency of meetings, monitoring and reporting arrangements, review arrangements and links to legislation.
- **Corporate governance** – as corporate governance was identified in the review as an area that could be improved, consideration needs to be given as to how this could be given greater importance in any revised structure that is implemented.
- **Robust performance management and reporting arrangements** – the development of a performance management framework would ensure that the CMT and Elected Members have an overview of the progress being made in the implementation of corporate projects and work streams. In addition, it would ensure that all corporate working groups followed the framework and that the Council applies a consistent approach to performance management across all groups.

## 6.0 PROPOSED NEW STRUCTURE

- 6.1 Based on the findings of the review, consideration has been given as to how the Council could improve and streamline its approach to the co-ordination and monitoring of corporate projects.
- 6.2 It is proposed that the Council disbands CIGs and instead uses Corporate Directorate Improvement Plans (CDIPS) as the mechanism through which corporate projects and work streams are co-ordinated and monitored.
- 6.3 The majority of corporate projects and work streams could be managed through CDIPS. The only exceptions are information governance and corporate complaints. Both work streams require more detailed work and it is not appropriate at this time that they are currently included in a Directorate Plan. However, both work streams will eventually transfer into a Directorate Plan. The Complaints Steering Group and the Information Governance Steering Group are overseeing these short term pieces of work and it is envisaged that they will continue to operate for at least another year.
- 6.4 This report presents a new streamlined structure that would enable the Council to use CDIPS as the primary method for co-ordinating and monitoring corporate projects. The new structure is contained within Appendix 3.
- 6.5 There are a number of benefits of implementing this new structure. For example:
  - The main benefit is that disbanding the current CIGS will reduce the number of corporate working groups and therefore lead to a more streamlined structure. In addition, it will reduce the amount of officer time taken up attending meetings.
  - Using CDIPS utilises an existing process that is well established to monitor and scrutinise projects.
  - It will avoid duplication that currently exists between CIGs and CDIPS.
  - To improve the Council's approach to corporate governance, actions will be included in all three CDIPS relating to this area.
  - Areas that are not included in the current structure, such as procurement, energy

and carbon management will be clearly allocated to a specific CDIP.

- One of the main advantages is that CDIPS have a well-developed and robust performance management and reporting arrangements.

## 7.0 NEXT STEPS

7.1 If the revised structure is approved by the Policy and Resources Committee, then the next steps will be to:

- Amend Directorate Planning Guidance to take into account the new arrangements.
- Issue the revised Directorate Planning Guidance so that each Directorate can begin developing their plan and incorporating all the corporate projects and work streams that were previously the responsibility of a CIG.
- New three year Directorate Plans will be produced for 2016-19 and these will be submitted to the appropriate committee for approval during the April/May committee cycle.

## 8.0 IMPLICATIONS

### 8.1 Finance

One off Costs:

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
n/a	n/a	n/a	n/a	n/a	n/a

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £'000	Virement From (If Applicable)	Other Comments
n/a	n/a	n/a	n/a	n/A	n/a

There is no direct financial implication in respect of the proposals.

### 8.2 Legal

None

### 8.3 Equalities

None

### 8.4 Repopulation

N/A

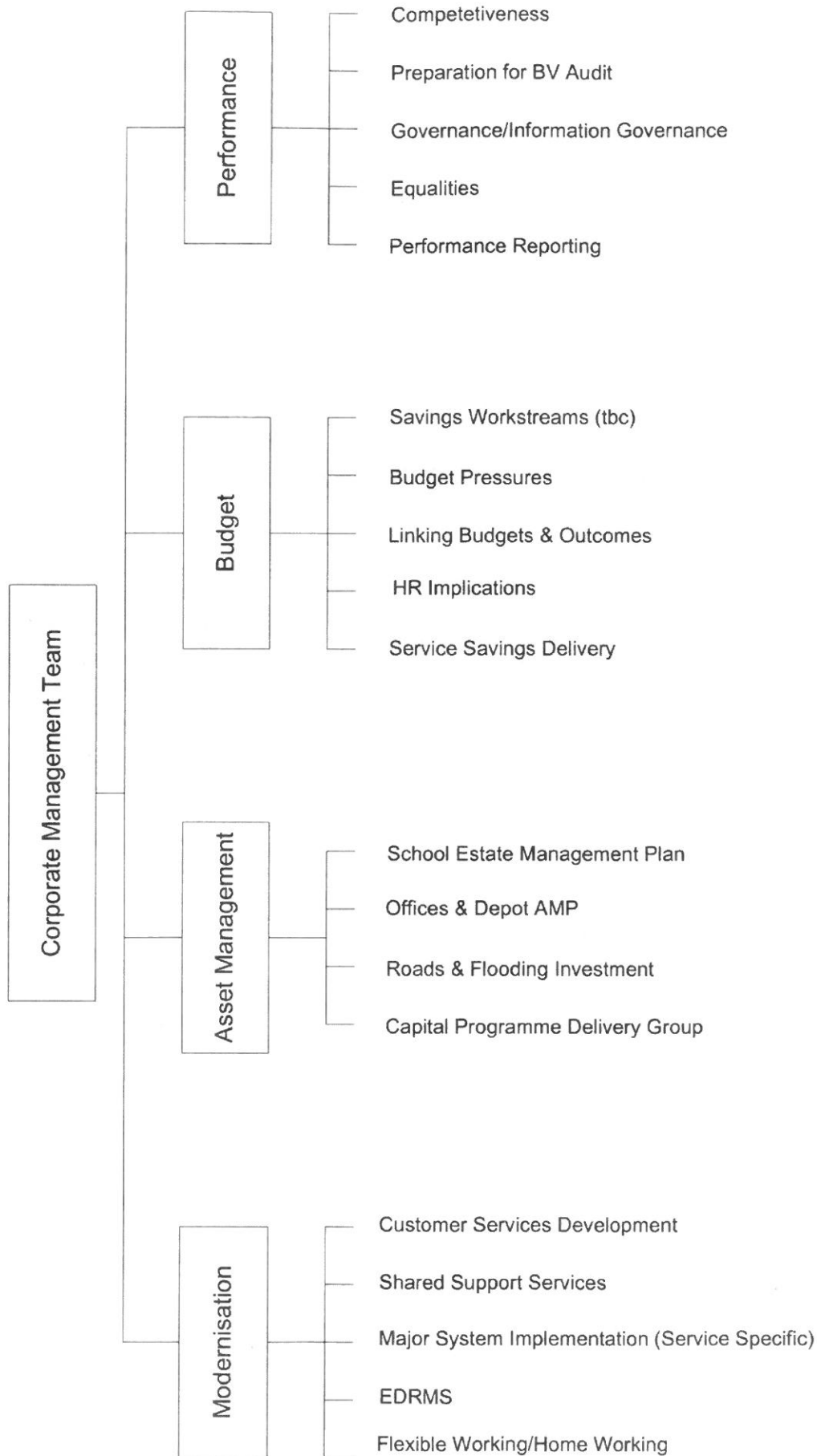
## 9.0 CONSULTATION

9.1 The CMT have been consulted on the contents of this report.

## **10.0 BACKGROUND PAPERS**

10.1 N/A

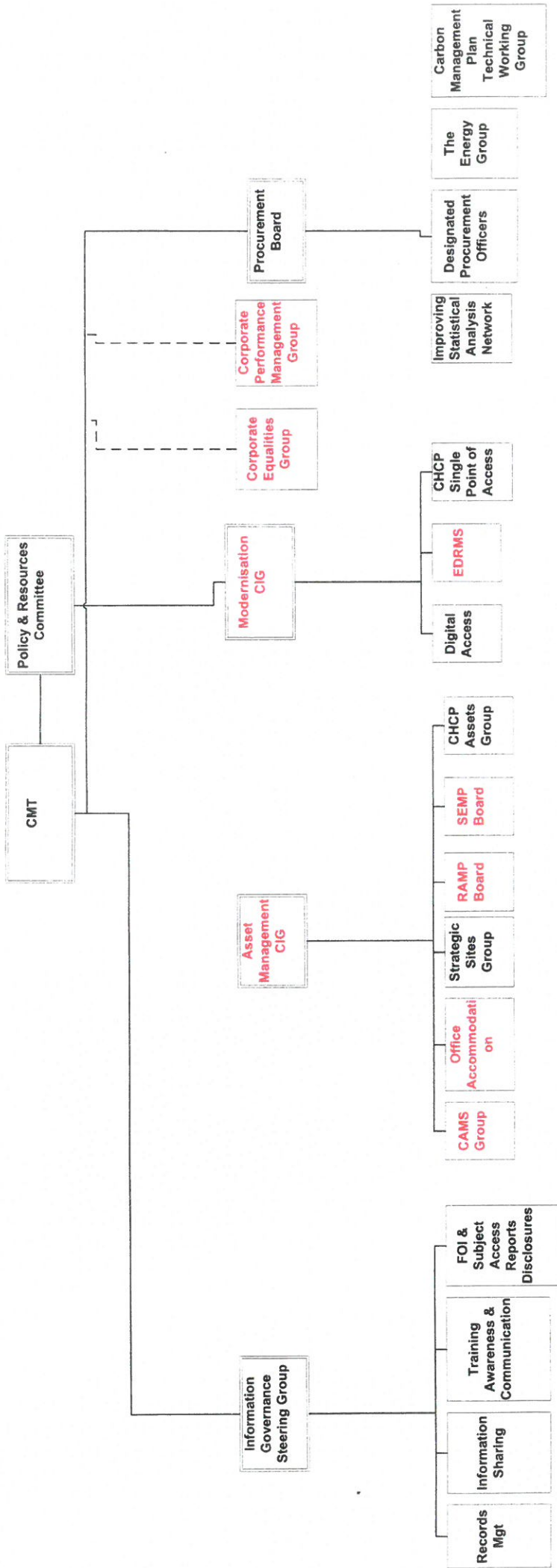
**APPENDIX 1: 2010 STRUCTURE**



Strategic Programme

Workstream/Project

Appendix 2: Current Structure



\* Please note that the groups highlighted in red were in existence in 2010.

Appendix 3: Proposed New Structure

