

REPORT TO CABINET

REPORT OF: Chief Executive

REPORT NO: CM1

DATE: 4th January 2010

TITLE:	Aligning Skills And Resources To Deliver Priorities	
KEY DECISION OR POLICY FRAMEWORK PROPOSAL:	No	
PORTFOLIO HOLDER: NAME AND DESIGNATION:	Cllr Linda Neal Leader	
CONTACT OFFICER:	Beverly Agass ,Chief Executive	
INITIAL IMPACT ASSESSMENT:	Carried out and Referred to in paragraph (7) below:	Full impact assessment Required:
Equality and Diversity		
FREEDOM OF INFORMATION ACT:	This report is publicly available via the Local Democracy link on the Council's website: www.southkesteven.gov.uk	
BACKGROUND PAPERS	N/A	

1. RECOMMENDATIONS

Cabinet note the principles of the “Next Steps “approach to aligning resources and building capacity, and agree a presentation to Full Council in January outlining the process .

2. PURPOSE OF THE REPORT/DECISION REQUIRED

- 2.1 The Council has made progress toward achieving key priorities particularly in the areas of waste management and recycling, but there are significant challenges ahead. We need to manage the impact of the economic climate in relation to service delivery ,maximise opportunities to deliver the ambitious growth agenda outlined within the Grantham Growth Programme of Development and help to ensure alongside our partners that our residents have more opportunities and jobs, better health and that they feel safer in their communities. How we deal with the challenges ahead and still continue to deliver will be important – members, partners, officers working together as One Team.
- 2.2 However, our One Team can only deliver if we have shared priorities and values. We have clear plans in place explaining what needs to be done and by whom and that the right skills are in place to deliver real outcomes for local people.

2.3 The purpose of this report is to highlight and outline the steps that we will need to consider how to:

- effectively manage future challenges and address the potential reduction in financial resources available to the Council in the medium to long term
- ensure the relevant skills and capacity are in place to effectively deliver the council's priorities
- continue to improve the way we provide services for the people of South Kesteven.

3. DETAILS OF REPORT

3. **Introduction**

3.1 There is no doubt that the Council has made progress in recent times, however, SKDC is not without its challenges, and there is much more to be done.

- New Communities: realising the opportunity presented by the growth in population and managing growth to build balanced opportunities in Grantham
- Resources: managing and getting the best from people and addressing the potential reduction in financial resources to the Council in the medium to long term
- Community Engagement: recognition of the need to overcome any problems of exclusion as a result of the rurality of some of our communities whilst engaging with residents to drive local priorities based on local circumstances.
- Demographic Change: building partnerships to cope with the future ageing population whilst also addressing the needs of the wider community.
- Performance Framework: rising to the challenges of the Comprehensive Area Assessment performance framework, and the partnership approach to delivering Lincolnshire's Sustainable Community Strategy and the Council's priorities.
- Climate Change: finding local solutions— sustainable development and the challenge of carbon neutrality.

3.2 The LGA's 'Framework for Excellence', the 2007 Comprehensive Spending Review and the Communities and Local Government's Value for Money Framework mean that structural and cultural changes are high up on the agenda for local authorities. Additionally central government is increasingly driving local authorities to carry out their business more effectively and efficiently. Rightly so, as our residents expect choice, voice and value for money.

3.3 We will also see the implementation of partnerships and shared services, the integration of services around residents' needs and a greater emphasis on more for less in the context of tighter resources. We will have to meet these challenges whilst operating in a highly competitive environment. The

Council will need to consider how best to deliver the sustained transformation needed to achieve faster, fitter, more flexible, resident focussed and personalised public services, outlining the need for change.

3.4 **Where we are now**

Our current management structures were designed some time ago now and we need to ensure that the organisation is fit for purpose for successful, effective, and progressive delivery of services to local people. We must ensure that the relevant skills are secured and aligned to deliver priorities.

Occasionally some of our service areas work in isolation and joint working needs further development. This can reduce potential. .

3.5 Some changes have been put in place already, but there needs to be a cohesive and consistent approach to shaping the organisation, its culture and structure to drive through improvements to meet the needs of citizens, customers and communities.

A programme that identifies the "Next Steps" is being developed to help facilitate the changes that will be required.

4.0 **"Next Steps"**

- 4.1 It will be important to establish key building blocks, the right culture, the appropriate skills and capacity within teams. To facilitate this, a route map for aligning resources and delivering improvement is being developed – "next steps". The aim of next steps will be to ensure that, as an organisation, we are business-like, highly efficient, with clear objectives and priorities and that everyone knows what is expected of them and are valued.
- 4.2 Next Steps is also about, placing flexibility at the heart of everything we do, accepting risk and trusting people to try new and innovative ways of working.
By adopting strong, shared values and a business like approach, that also cares about people, we will retain and attract the highest calibre of colleagues to deliver services to our residents.
- 4.3 There must also be sufficient capacity at the centre of the organisation to deal with the ever changing landscape of local government, to deliver key local priorities and to enable the most effective partnership working, whilst at the same time maximising efficiency opportunities.
- 4.4 An integral component of the next steps approach will be to develop an organisational culture to deliver real outcomes and ensure that effective senior management arrangements are in place to provide strategic direction and introduce clearer sharper line management responsibilities. This will free-up key resources to focus on customer delivery issues within service teams, realign skills and managerial support to improve priority services and deliver results.
focus on 'growing' and developing the workforce as the vast majority of improvement comes when the right people with the right knowledge, skills and behaviours are deployed appropriately throughout the organisation.

- 4.5 The next steps programme will focus on continuing to maximise the benefit of working together, help managers and staff have the knowledge, skills, ambition and confidence to make an effective and sustainable contribution to on-the-ground improvement
- 4.6 Building capacity for the future is essential. It is important to recognise that innovative and practical approaches will be needed to build capacity and to focus on 'growing' and developing the workforce as the vast majority of improvement comes when the right people with the right knowledge, skills and behaviours are deployed appropriately throughout the organisation.
- 4.7 The Council is now at a stage where it needs to build on the improvements made to date, and enter into the next phase of improvement by 'raising the performance bar. This will be alongside the implementation of business systems improvements, introduction of effective management arrangements ensuring that skills and resources are better aligned to deliver outcomes in key priority areas.

5. OTHER OPTIONS CONSIDERED

- 5.1 The Council could choose to retain the current arrangements in relation to organisational culture, approach and structure. However, the council needs to anticipate the future demands and challenges, not least from an economic perspective and will need to ensure it is well placed to deliver current and future priorities. To do this, the necessary skills and resources need to be secured and sufficient capacity aligned in priority areas.

6. RESOURCE IMPLICATIONS

- 6.1 It is important that the right skills are in place to ensure the Council has capacity to deliver key projects and priorities. It may therefore be necessary to redirect resources from management and support areas to align with priority outcomes. Any financial implications will be met from existing resources and considered within the budget proposals in Feb/ March.

7. RISK AND MITIGATION (INCLUDING HEALTH AND SAFETY AND DATA QUALITY)

- 7.1 Failure to anticipate and respond to changes will mean the Council could fail to deliver in key priority areas. Wherever possible, partnership opportunities and alternative methods of delivery will also need to be considered. An equality impact assessment will be undertaken in relation to the development of the next steps programme .

8. CRIME AND DISORDER IMPLICATIONS

N/A

9. COMMENTS OF SECTION 151 OFFICER

Any financial implications arising from the review of aligning resources to ensure delivery of the Council priorities will be incorporated into future budget proposals. In the event that any financial impact is incurred in the current financial year then there will be an opportunity to utilise current forecast underspends in respect of salary expenditure to facilitate the progression of the review.

10. COMMENTS OF MONITORING OFFICER

There appears to be no immediate legal implications arising from the review of aligning resources to ensure delivery of the Council's priorities, save for the potential need to consult with those who may ultimately be affected by it. However, to ensure any potential legal issues are picked up it would be prudent for the Monitoring Officer to be informed of the outcome of the review.

11. COMMENTS OF OTHER RELEVANT SERVICE MANAGER

None

12. APPENDICES: None