

Theme 6 – Organisation & Culture (Analysis & Insight)

This document reflects a summary position of this theme setting out its objectives, aims/outcomes, resourcing needs and the measures of success from the investment being undertaken.

Theme objectives and outcomes

This theme will focus on creating a robust performance culture that supports Nottingham City Council's improvement ambitions.

The outcome is to transform and embed a consistent performance management culture across the organisation (including automated reporting and consistent approaches to business planning and a clear link to officer performance appraisals).

Aims & Outcomes are:

1. Implementation of Business Intelligence reports for Directorates and Divisions - through automation where possible and development of interactive data visualisation and analytics tools available on a 24/7 self-serve basis.
2. Implement dashboards that track Council Plan and 'vital signs' (from the Performance Management Framework (PMF) for Corporate Leadership Team (CLT) and Portfolio Holders (PH's).
3. Operationalise the PMF (Strategic Council Plan, Key Performance Indicator's and critical indicators) across the Directorates and embedded consistent performance clinics across the departments with a focus on performance, budget and risks
4. Support and embed a consistent approach to divisional and business planning and the link to officer appraisals
5. Develop a rolling Medium Term Financial Plan delivery plan based on the divisional plans as part of the improvement plan journey

The resourcing needs below are split into 2 sections:

Table 1 - An overview of requirements both confirmed and estimated.

1. **Table 1** - Where resources have been previously approved these are captured in the overview
2. **Table 2** -Resources requiring approval as part of this document. The detail behind these proposals are captured in appropriately numbered documentation
3. **Table 3** – Confirmed approvals within this request if different from Table 2.

TABLE 1: Overall resources requested – FTE / Costs (gross and net) / sourcing

Posts	H/C	FTE over 3 years		Cost £m	Sourcing	Approved
Policy & Performance Officers - internal secondment	.00	0.67	H	0.093	Transformation	DDM
Policy & Performance Officers - external	1.00	0.67	H	0.093	Transformation	DDM
Policy & Performance Officers - Upgrade 2 posts H to an I	2.00	1.33	I	0.028	Transformation	DDM
Analytical Manager - upgrade existing roles from J2 to K1	1.00	0.67	K	0.016	Transformation	DDM
TOTAL	5.00	3.33		0.229		

Separate approval	
To be approved	0.229

TABLE 2: Resource required in this decision in total

Posts	H/C	FTE over 3 years		Cost £m	Sourcing	Approved
Policy & Performance Officers - internal secondment	.00	0.67	H	0.093	Transformation	DDM
Policy & Performance Officers - external	1.00	0.67	H	0.093	Transformation	DDM
Policy & Performance Officers - Upgrade 2 posts H to an I	2.00	1.33	I	0.028	Transformation	DDM
Analytical Manager - upgrade existing roles from J2 to K1	1.00	0.67	K	0.016	Transformation	DDM
TOTAL	5.00	3.33		0.229		

TABLE 3: Posts –APPROVED

	H/C	FTE over 3 years		Cost £m	Sourcing	Approved
TOTAL						

Success and performance measures

- Build, test and deploy a suite of analytical tools to support the PMF (inc. interactive dashboards available 24/7 direct to users' desk tops) for Directorates and Divisions
- Define and embed consistent approach to monthly performance management clinics across the Directorates based on the PMF
- Delivery of automated reporting for CLT and PH's showing performance by exception of the Critical Path and vital signs.
- Build the PMF structure in the corporate performance system and establish interoperability with PowerBi software for seamless reporting.
- Define and embed consistent approach to business planning with clear link to officer appraisals across the Directorates and develop rolling 4 year MTFP delivery plan

Summary of key activities and deliverables

Additional resource is required to work with departments to operationalise the PMF and ensure that it is embedded, socialised and mainstreamed. This will entail the Policy and Performance Team working with Directorates to:

- Review best practice within the organisation and nationally in relation to performance management and establish a consistent format and process for performance clinics (membership, administration, actions log, risk register etc).
- Work with Directorates to establish business requirements and work with the analysts to build automated reports to support the performance management process (inc. building of sharePoint sites for Directorates, CLT, PH's etc)
- Establish and support processes to brief senior officers and PHs as part of the performance management cycle
- Review business planning approach across the organisation and implement an agreed standard and approach
- Identify directorate performance champions/leads in order to mainstream the process in the long-term
- Work with existing analytical teams to hand automated reports over for business as usual maintenance in the medium to long-term

Impact of not having any focused resources

- Pace of delivery will be compromised
- Inability to embed culture change and drive performance of officers.
- Inability to delivery all or some of the following without significant prioritisation and amendment of expected timeframes*:
 - Initiation of quarterly corporate performance and monthly performance management with directorates
 - Consistent approaches to management of performance, risk and budgets
 - Consistent approached to divisional and service plans
 - Detailed MTFP delivery plan as requested by the IAB
 - Delivery and maintenance of Policy framework

*currently team of 3 responsible for the above in addition to other key areas of work (e.g. Devolution).

Impact of not having additional resources

- Potential inability to delivery all or some of the following *:
 - Initiation of quarterly corporate performance and monthly performance management with directorates
 - Consistent approaches to management of performance, risk and budgets
 - Consistent approached to divisional and service plans
 - Detailed MTFP delivery plan as requested by the IAB
 - Delivery and maintenance of Policy framework

Date Leader consulted

Leader Signature..... Date.....

CEX Signature..... Date.....