

REPORT TO: POLICY AND RESOURCES COMMITTEE - 17 OCTOBER 2005
REPORT ON: COUNCIL MANAGEMENT TEAM
REPORT BY: ASSISTANT CHIEF EXECUTIVE (COMMUNITY PLANNING)
REPORT NO: 608-2005

1. PURPOSE OF REPORT

- 1.1 To review the functions of the Corporate Management Team and implement new measures in regard to performance management and service review in line with the area of improvement recommended in the Best Value Audit.

2. RECOMMENDATIONS

- 2.1 Agree to the new structure and remit of meetings as outlined in Section 7.
- 2.2 Note that proposals will be submitted to the Policy and Resources Committee on how elected members can become more involved in performance monitoring relating to the Council Plan and Departmental Service Plans.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications

4. SUSTAINABILITY

- 4.1 There are no direct sustainability issues.

5. EQUAL OPPORTUNITIES IMPLICATIONS

- 5.1 There are no direct equal opportunities implications.

6. BACKGROUND

- 6.1 An area identified for improvement arising from the Best Value Audit was a review of the role of the Council Management Team in order to bring a greater degree of corporate discipline to performance management and service review ensuring that these are properly linked with corporate planning and budget setting processes and so better placed to deliver continuous improvement.

The best value review also identified as an area of improvement the sharing of good practice more widely and systematically within the Council and making better use of benchmarking, building on examples of these already used in parts of the Council.

Currently the Council Management Team meets on a monthly cycle with a regular diet of agenda items that are mainly operational in nature or for information. As there can be around 20 items on the agenda then there is little space for detailed consideration of strategic issues around performance management and service review which could benefit from a wider ranging discussion.

7. PROPOSALS

In order to facilitate a more inclusive and considered approach in regard to performance monitoring and strategic decision making it is proposed that the corporate management

team would consist of 2 separate meetings with separate remits. One meeting will discuss issues relating to operational/communications and one will deal solely with performance monitoring and strategic decision making.

The management team dealing with operational issues will operate largely as the existing corporate management team operates currently with monthly reports on APT&C and Manual workers absence, capital expenditure, revenue expenditure and corporate property database as well as those corporate information matters that needed to be communicated to all departmental management teams around issues such as best value, budget updates, health and safety, equal opportunities, race equalities and equality impact.

The management team dealing with strategic issues will concentrate on areas around performance monitoring and in particular reviewing and discussing those service areas where particular corporate and committee decisions will be necessary and where inputs from chief officers and elected members will have a valuable role in deciding the most appropriate way forward.

The management team core members will be the Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance), Assistant Chief Executive (Management), Assistant Chief Executive (Community Planning), Director of Education, Director of Social Work, Director of Planning and Transportation, Director of Housing, Director of Economic Development, Director of Dundee Contract Services and Director of Leisure and Communities. In addition, advisors to the management team consisting of the Head of Waste Management, Head of Information Technology, Head of Public Relation and City Architectural Services Officer and other relevant Officers will be in attendance as appropriate.

When discussing strategic issues the Management Team members will be asked to restrict the items under discussion to 3 or 4 items where the outcome will be an improvement in the performance of the Council or an improvement in the quality of service to the users of our services. Relevant Heads of Service will be invited to these meetings as necessary to enable them to participate and help the Management Team with its remit.

Chris Ward
Assistant Chief Executive 12/10/2005
(Community Planning)