

<b>Subject:</b>	<b>Creating A Council the City Deserves...an update on the Transformation Programme</b>		
<b>Date of Meeting:</b>	<b>22 July 2010</b>		
<b>Report of:</b>	<b>Chief Executive</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>John Barradell</b>	<b>Tel:</b> 29-1132
	<b>E-mail:</b>	<b>john.barradell@brighton-hove.gov.uk</b>	
<b>Key Decision:</b>	<b>No</b>		
<b>Wards Affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE****1. SUMMARY AND POLICY CONTEXT:**

- 1.1 Cabinet agreed reports on the 22 April and 27 May setting out in detail a Transformation Programme (Creating A Council the City Deserves) for the City Council. The April report set out the approach in detail identifying four key elements namely:-
- Strengthening how effective the Council is at meeting needs with the resources it has (Intelligent Commissioning).
  - Ensuring the Council is efficient in its use of resources (Value For Money).
  - Improving the experience of the Council's customers and service users in their dealings with the Council (Improving the Customer experience).
  - Stronger engagement with citizens and communities in civic activity and providing real opportunities to participate in civic life and to co-design and co-produce solutions to City needs (public engagement).
- 1.2 The April paper set out in detail a suggested approach to developing an Intelligent Commissioning model with other papers on that agenda covering the Value for Money and Improving the Customer Experience elements. The paper set out the operational models that would be required, a detailed social and economic case for Intelligent Commissioning and the processes to be followed to bring the transformation programme into effect. It also set out a series of top level milestones. The paper approved by Cabinet on 27 May set out a detailed organisational structure and process to establish it.
- 1.3 In endorsing both papers Cabinet requested short "updates on progress" as well as key decision making reports at appropriate stages.
- 1.4 The purpose of this report is to provide a brief update on the programme (in particular the Intelligent Commissioning, Customer Experience and Public Engagement strands) the Value for Money strand of activity is covered in a sister paper on this agenda and therefore is not repeated again in this report.

## 2. RECOMMENDATIONS:

- 2.1 That Cabinet note progress made in the “Creating A Council the City Deserves” Programme and notes that key decisions will next be required at the September/October Cabinet meeting.

## 3. CONTEXT FOR THE TRANSFORMATION PROGRAMME

- 3.1 Cabinet Members will recall from the reports in April and May the context and challenges faced by the City Council (and its partners) to which the Council the City Deserves Programme responds. The programme aims to seize the opportunity to strengthen outcomes for residents and business, ensure efficient and effective services innovatively designed with residents at the heart of them and utilise joint working with a range of partners to enhance those services. Better customer experiences and harnessing the powers of our vibrant civic society as part of this process were identified as being key.
- 3.2 This paper provides a short update on the four dimensions of the programme (set out in paragraph 1.1 above).

## 4. STRONGER OUTCOMES THROUGH INTELLIGENT COMMISSIONING

- 4.1 Following Cabinet’s endorsement of the proposal at the end of April work has been ongoing within the City Council, with statutory partners and with the community and voluntary sector to develop our approaches. There are good levels of support amongst partners in taking the work forward as a more cohesive approach to meeting the demands of the City is seen by statutory partners and the third sector as essential in the current challenging financial circumstances. The development work has been taken forward in four work streams and a short update of the areas covered by each is as follows:-

**Commissioning “Infrastructure”** (how we create within the City Council and more broadly the capacity to use the Intelligent Commissioning approach to best effect) Since April Cabinet work has begun on:-

- Creating a Commissioning Framework (i.e. both rules and a “toolbox” for commissioners) to ensure that the broader social, environmental and economic benefits of the approach are captured in all commissioning activity going forward. An online reference and resource for commissioning is under development.
- Determining the Information Systems (IS) requirements for a commissioning model. This approach is firmly rooted in using what we have better rather than spending on new systems but ensuring that those commissioning and those delivering have the best data on the City’s needs, service users experiences, possible alternative solutions etc.
- Developing procurement, contract management, market management and supply chain management approaches that supports the broader economic, social and environmental requirements of the City.
- Considering how our current internal budget and financial processes would need to change when commissioning.
- Developing thinking on how we measure broader “social return” on resources when commissioning not just cost and quality.

- Considering any consequent changes to various internal governance approaches or schemes of delegation etc.

**Outcomes Needs and Performance** the work here includes:-

- Ensuring that we (and other partners) have access to the strongest possible needs analysis and understanding the full needs of the City in any commissioning activity.
- Working with the Community and Voluntary Sector Forum on how to engage communities and individuals in needs assessment.
- Managing performance across partners to meet the outcomes of the Sustainable Community Strategy.
- Ensuring that commissioners and delivery unit managers have performance information they need to meet the citywide outcomes and strong customer services.
- Ensuring strong customer service is built into all element of the model.
- Continuing work on the Citywide Consultation Portal and Brighton & Hove Local information System (BHLIS) as essential parts of understanding needs across the City.

**Partnerships** via the City's Public Service Board (PSB):-

- Work with partners to create a city-wide map of spending and resources (based on Total Place principles) with more detailed work in specific areas linked to the pilot commissioning exercise.
- Agreeing a structural review of the partnerships.
- A child poverty needs assessment.
- Beginning workshops across all partnerships to bring together and understand activity and cost under each of the Sustainable Communities Strategy Outcomes.
- Gaining cross partner support for the Stronger Communities Review and bringing together community engagement work and citizen involvement under one umbrella.
- Strengthening the role of the third sector in Commissioning.

**Change Management (People and Communication).**

Cabinet approved the report on 27 May and gave authority to proceed to establish the Strategic Leadership Board and to begin consultation on the proposed new organisational structures. Since then the following progress has been made:

- Recruitment for appointment to the four new Strategic Director posts has begun. The closing date for applications was on 21 June and long listing took place on 25 June. Short listing will take place on 2 July and selection interviews are scheduled from 9 to 16 July
- The Strategic Leadership Board is to be established from 1 November
- On 3 June a detailed consultation paper was sent from the Chief Executive to all those directly affected by the proposed changes
- A summary report was posted on the intranet for access by all colleagues
- The closing date for the first phase of consultation is 2 July and, at the time of writing, the Chief Executive had received more than a hundred responses. A second consultation document will be issued on 16 July containing:

- ◆ A summary of responses received, organised into the main themes
    - ◆ Detailed answers to all the concerns, comments and alternative ideas
    - ◆ A further set of proposals – revised in the light of the responses
  - The final phase of the consultation process is due to begin on 16 July and finish at the end of August
  - Six Action Learning Sets for all those who may be directly affected by the changes have been launched by the Chief Executive. Four of the sets have had a first meeting in June and further meetings are planned for July
  - Transition support, to assist colleagues through the changes, has also been offered to those who may be directly affected by the proposals. Feedback from these sessions has been positive and is beginning to reach colleagues who may have been a little hesitant to come forward initially
  - A wider communication strategy, involving proposals for ‘road shows’ is being developed for the second phase of the consultation period
  - The Chief Executive has continued to offer informal sessions for up to groups of 30 senior managers. These sessions offer informal opportunities for colleagues to discuss the proposals directly with the Chief Executive. These sessions have been well attended and well received.
  - A formal consultation meeting with the Trade Unions, chaired by the Chief Executive, took place on 23 June and further session is scheduled for 30 June.
- 4.2 Final proposals, as amended in response to this substantial and meaningful consultation process, will be re-presented to Cabinet in September/October for formal agreement.
- 4.3 On the 8 June the Overview & Scrutiny Commission considered the proposals and have subsequently provided a schedule of questions, observations and proposals both on the system and how it might operate in practice. These are being fed into the ongoing consultation process and are also being picked up specifically as part of the work streams referred to above. The Overview & Scrutiny Commission have also developed some thoughts on how scrutiny might operate in the new model and how it could be usefully extended across partners when jointly commissioning. These proposals are at an early stage but provide proactive suggestions as to how Overview & Scrutiny could operate in the new model.
- 4.4 As mentioned under the partnerships activity above statutory partners and the community and voluntary sector are actively engaged with developing the approach. Indeed the third sector has produced helpful and groundbreaking ideas providing a testimony to the strength of the sector and its capacity to engage in a genuinely strategic way across the City.
- 4.5 The programme is large and complex involving a variety of different partners. Cabinet have requested that it be managed “in-house” with the minimum of external support. This continues to be the case will lead to the organisation as a whole being more able to use the model into the future. There are project management governance, risk management approaches etc and part of the ongoing philosophy is that as new parts of the system come into being (i.e. we appoint people into their new roles) they take responsibility for further defining and bringing into effect those key parts of the system within the broader framework.

4.6 In order to meet significant real challenges and to learn more about our capacity to commission services two pilot commissioning projects have been established. One focuses on substance misuse (initially alcohol and the drugs, recognising the significance of the dual diagnosis issues) and then other looking specifically at domestic violence. These have been established (with considerable cross-city support and interest) and aim to report in the Autumn. At the specific request of the Overview & Scrutiny Commission the work of the two pilot projects will be considered by that commission (or appropriate committee) to provide essential input at key stages.

## **5. IMPROVING THE CUSTOMER EXPERIENCE (“ICE”)**

5.1 Project sponsors and Leads have been agreed to ‘web-enable of services’; ‘redesign of the website’ and develop ‘Community Contact Points’ in Libraries. These projects constitute the wider access strategy to bring self serve options and web enabling to high volume transactional services. This is a major piece of work and officers involved from across the organisation are scoping out the projects so that they bring about lasting improvements for the customer and to mitigate any early risks or issues.

5.2 Community Contact Points in selected libraries are planned for early 2011 to support the interim customer access arrangements during the refurbishment of the customer service centre at Bartholomew House. Improvements to the current website are being planned for the current year to make it easier for customers to find service information and access services already online.

5.3 Cabinet in April endorsed the proposal to develop a Customer Charter and the public were invited to comment on a draft during May and June. Officers involved in the ICE Programme went out on the street and spoke to residents and visitors about what is important for them as customers, it was a valuable experience for all staff involved and many insightful comments were received. The feedback is being analysed and will inform the final Charter which will be launched towards the end of the summer in line with the new organizational structure.

5.4 Officers at all levels across the organization continue to be involved with the ICE Programme and Frontline service managers have formed a strong network and will be meeting quarterly to learn from each other and share good practice. This is an important arm to the ICE Programme to promote consistency between frontline contact points and will become more important as the organisation moves to delivery units focusing on the customer.

5.5 Short term actions are also being progressed as part of the ICE Programme, and these include:

- Developing an Online Welcome Pack and guide to services so that new residents have all the information about services they need as they begin living in the city.
- Developing a rolling programme for services to be reviewed in line with the Customer Service Excellence standard to bring about improvements.
- An options appraisal to look and consider how skills based training and career grades for frontline staff could work
- Resources have been secured for an extra 100 staff to take an award with the Institute of Customer Service. These awards are focused on doing things

right for the customer and bring about personal development as well as organisational benefits.

## **6. VALUE FOR MONEY PROGRAMME**

- 6.1 The Value for Money Programme is updated in detail elsewhere on this agenda and therefore is not included in this report.

## **7. STRONGER ENGAGEMENT WITH CITIZENS AND COMMUNITIES**

- 7.1 The fourth strand of the “Council the City Deserves” Programme is to ensure stronger engagement with citizens and communities in civic activity, providing a real opportunity to have voices heard and participate in co-design and co-production of services or solutions. Harnessing the knowledge and experience of residents, communities, staff and partners in the design and delivery of services is a vital part of our commissioning approach. This strand of activity has developed under the auspices of the Council’s Governance Committee with a recognition that strong community engagement will help the Council support people to take control over the issues that affect their lives the most; create a fuller picture of the needs and priorities of different communities to improve our services and ensure we tackle inequality; provide the best access and value for money and increase involvement in local decision making and democratic processes. The work to take this forward has been focused on four strands of activity namely:-

- Building on the Community Engagement Framework making sure that the City Council and its partners use the framework well and building capacity to understand how to use it. The citywide Stronger Communities Partnership oversees the implementation of the framework and are currently running good practice workshops for staff from a variety of organisations across the city involved in community engagement. These are proving popular and successful in helping people to practically plan how they improve their practices.
- Encouraging involvement in civic and democratic activity via the Get Involved Campaign. A key component of this aim is to support more volunteering in the city and the City Volunteering Strategy (and the Council’s particular role in delivering it) are also featured on this Cabinet agenda. The Get Involved Group are currently planning a democracy day in the Autumn to focus on engagement in civil and civic society. However the campaign is more than just a “one off day” and a broader series of activities and profile raising work is underway.
- The Strengthening Communities Review (under the auspices of the Governance Committee) is currently reviewing how the Council (and other partners) engage with people in their neighbourhoods and other geographic communities. The review is on course to report in October with a mapping exercise of current activity and is working with a variety of stakeholders to identify improvements.
- The fourth strand is ensuring strong community voice and community engagement is built into plans for Intelligent Commissioning this includes developing guidance for commissioners and will ensure that engagement is with residents and service users as well as third sector organisations that are able to act on behalf of groups of residents. The CVSF is assisting

by making links and supporting communication between the Council and the third sector and providing detailed input as to how best this might work.

## **8. CONSULTATION**

- 8.1 The significant amount of ongoing consultation is set out in the body of the report above. The product of the formal consultation processes with staff leading to any suggested changes to structure or operational models will be presented to Cabinet in September.

## **9. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 9.1 The four dimensions of the transformation programme are being delivered within existing budget allocations. The financial implications of the new structure will be included in the September Cabinet report when proposals are brought forward for consideration following the consultation. It is expected that the costs of the new structure can be accommodated within the existing budget.
- 9.2 The new structure will require changes to Contract Standing Orders and Financial Regulations and these will need to be approved by Council in October.

*Finance Officer Consulted: Patrick Rice Date: 13/07/10*

### Legal Implications:

- 9.3 All the actions taken since the last Cabinet report are within the authority given by Cabinet as well as Officer delegated powers. All staff affected by the proposals are entitled to be consulted and their comments taken into account before the final decision is made. The change management process described in paragraph 4 complies with this requirement.
- 9.4 The changes relating to Intelligent Commissioning require a review of the Scheme of Delegations to Officers. The appropriate route for this would be for the non-executive parts to be approved by the Governance Committee and the executive side by the Cabinet. The constitution provides that any proposes permanent (as opposed to temporary) amendments to the scheme of delegations to officers shall normally be reported to the Governance Committee for consideration beforehand.
- 9.5 The implementation of the Intelligent Commissioning initiative also requires changes to the Officer Employment Procedure Rules, Contract Standing Orders and Financial Standing Orders. These will need to be approved by Council in October.

*Lawyer Consulted: Abraham Ghebre-Ghiorghis Date: 28/06/10*

### Equalities Implications:

- 9.6 The "Council The City Deserves" approach is designed to actively address inequality not just by focusing resources on better understood needs and

outcomes but by ensuring that in adding social value (and an emphasis on strengthening communities) a focus on people and place, “commissioning at the local level” and the active promotion of the City’s third sector we maximise the chances of addressing inequality in everything we commission.

- 9.7 Previous periods of public service financial restraint have impacted disproportionately across communities. At times those with the greatest needs have lost out relative to others. The active promotion of individuals and communities in the commissioning process, and in community engagement and civic life more generally is designed to strengthen the voices, improve outcomes for and empower some of the City’s most disadvantaged residents and communities.
- 9.8 Key elements of the programme are subject to Equalities Impact Assessments to determine how successful this approach is and whether changes are required over time.

Sustainability Implications:

- 9.9 The overall transformation approach is designed to ensure focus on the various key elements that will sustain the City and the City Council into the medium term. The approach to intelligent commissioning, with its wider focus on achieving broader social value, strengthening and sustaining active communities, and promoting local economies and environmental sustainability all help to achieve the outcomes sought by the citywide Sustainable Community Strategy.

Crime & Disorder Implications:

- 9.10 None specific to this report but with many crosscutting outcome themes the opportunity to commission broadly will make for a greater shared focus on making the city a place where people are safe and feel secure across all commissioned activities.

Risk & Opportunity Management Implications:

- 9.11 As stated in the previous Cabinet report given the challenges (not least financial) faced by the City Council and its key partners the most significant risk to the long term health of the City and its residents would be to continue with a “business as usual” approach. As stated in the report above whilst the change programme is considerable, detailed project management includes comprehensive risk logs and the identification and management of risk in accordance with best practice. The approach seeks to ensure changes are “phased” and that any new and emerging risks are also well understood and managed.

Corporate / Citywide Implications:

- 9.12 These are covered in the detailed body of the report the rationale for the transformation approach proposed is to ensure that all Council activity (and its interface with the activity and investment of key partners) has a more significant impact on citywide outcomes for the benefit of all residents.



## **SUPPORTING DOCUMENTATION**

### **Appendices:**

None

### **Documents In Members' Rooms**

None

### **Background Documents**

None

