

POLICY FINANCE & ADMINISTRATION COMMITTEE

28 SEPTEMBER 2011

REPORT OF CHIEF EXECUTIVE

CORPORATE ISSUES

1.0 PURPOSE OF REPORT

- 1.1 To update Members on a variety of Corporate Issues and to develop the Councils approach to the "Big Society."

2.0 RECOMMENDATIONS

- 2.1 The progress with respect to the Council's Performance Framework and Leicestershire Performance Framework be noted.
- 2.2 The Council engages with representatives of active community organisations, Parishes and business to understand the current positioning of Big Society activity in Melton Borough.
- 2.3 The Council engages with two communities one urban (non priority neighbourhood) and one rural to explore approaches to community involvement in local service design and provision.

3.0 KEY ISSUES

- 3.1 New Performance Framework

The new performance framework as approved by Members has been fully implemented during the first quarter of this financial year. As it is a change in culture with respect to performance in requiring, not simply monitoring National or better placed Local Indicators, but monitoring performance of individuals and teams across a range of key matters; a further cultural change within the Council is required. This is taking place with the Officers at Third Tier Level taking the Lead.

- 3.2 A real-time demonstration of the Framework will be given to the Performance Management Task Group it is intended that this will take place during October to enable a further report to be made to this Committee at its next meeting. At this stage there are no indications of any problems with respect to overall performance across teams operating within the Council which have not been highlighted for attention.
- 3.3 It was considered appropriate to examine the "New Ways of Working" as this cycle's extract of the Improvement Plan (attached at Appendix 1). This is relevant to the move into Parkside as many of the overarching tasks relate to the improvement of working within the Council and in readiness for Partners to take occupation within Parkside. As reported to Members at its previous meeting significant progress has been made with the protocols concerning information management and sharing. There now remains the necessity to gain understanding of the approach and to consider such cultural change as may be necessary to move towards full implementation of the vision for use of the building. Much work has been carried out in relation to these needs however, when the organisations take occupation detailed support and encouragement complying with the protocols will be necessary.

3.4 Leicestershire Performance Framework

The Council was given an early opportunity together with other Partners to comment upon the intended Leicestershire Performance Framework. A formal opportunity to consult will take place during October and early November of this year. Early comments given following discussion with leading Members related to the large size of the Framework (44 performance outcomes) and the apparent difficulty to relate the framework to the new Commissioning Hubs. The Council accepted in its preliminary comments that some attempt had been made to create “cross-cutting” approaches to performance management, but for Partners and for those working in the localities the picture was by no means clear.

3.5 A Routemap of how the framework can work from localities through to the overarching Leicestershire Commissioning Board is being prepared. We are advised that the document will be approximately six pages long which is ideal to indicate to Partners and Localities how the framework should be used and approached. This Council would wish to see a further development of the approach to outcome based indicators as being implemented by the Community Budget Steering Group when working with Families with Complex Needs, particularly how that basket of indicators relates to work in localities.

3.6 The Council will have a more formal opportunity to comment in detail upon the proposed Framework and is grateful for the early opportunity to pass on its views.

3.7 Big Society

The developing activity relating to the approach to the Big Society concern the provision of public services which are designed to meet the needs and aspirations of Local Communities. The approach is further developed by the desire not only to see Local Communities involved in the determination of services it requires and how they are to be delivered (designed) but also in delivery itself. This could be either through involvement in such mechanisms as how services are commissioned, or by being more active, such as involvement in volunteering or ultimately in management and provision of services through a charity or social enterprise. The aims behind this are to rebalance the intervention of the state, increase the self sufficiency within all Local Communities and to deliver such services as Communities require, thereby reducing the strain on the public purse.

3.8 Many of the reported activities of the Vanguard Authorities for the Big Society have involved early intervention and the delivery of proactive services. In Melton early intervention in priority Communities and in other areas of disadvantage with families and individuals is well developed. Services are proactively delivered based on listening to the needs of individuals, families and Community Groups within Neighbourhoods to ensure the best possible services are commissioned and delivered. This is an ongoing learning process based around improving the life chances of individuals and families particularly related to joint problem solving across relevant agencies.

3.9 The Council has developed this early intervention and preventative approach in its work with Families with Complex Needs, through the Locality Partnership, within the Reoffending Pathway and through its Vulnerable People Group. This has developed a people centric integrated approach across Council Services. It is believed that the collocation of Partners within Parkside will enable this approach to be further transformed and to embed early intervention and proactive service delivery across all Partners within the Locality.

3.10 Frances Maude has recently said “if you can solve those problems, deal with the causes, get an ex prisoner back into or, in many cases, into main stream life for the first time, and into productive society and the economy then that’s a huge saving, and organisations should be rewarded handsomely for doing it.” Allied to this is an approach towards a “Measurement by Results Model” linked to work by Government on Social Impact Bonds.

This will examine the work on early intervention and proactive service delivery in improving life chances by developing opportunities for many sectors to be involved in service delivery and thereby producing reductions in the call on the public purse.

- 3.11 In Melton there are already several Social Enterprises established within which the Council has a role. The Melton Learning Hub is set up as a social enterprise and recently Active Melton has established itself in this way. The successful BID will also establish itself as a Company limited by guarantee with its aims and objectives related to improvement of town centre facilities and services. These are key Local Groups that have recently risen to the challenge for the delivery of service differently working with the Council as a key partner. Other important and active Groups include the Tenants Residents Associations and the Community Centre Committees as well as Voluntary Action Melton, Cabx, the Friends of the Country Park, the Civic Society, the History Society, Melton in Bloom, and the Friends of St Mary's Church. These Groups represent only a small number of those that are active in our Community and with whom the Council has proactive and productive links.
- 3.12 Together with these organisations the Borough is privileged to have one of the oldest Ffoefe trusts in the Country in Town Estates as well as very active local businesses such as PERA, Marsh and Samworth actively involved in community works. At a democratic level Local Parishes work effectively on behalf of their Communities and the Local Borough Branch of the Association of Leicestershire and Rutland Local Councils is one of the most active within the County.
- 3.13 Therefore, within Melton Borough Community involvement and engagement runs rich and deep and Big Society activity is present. To understand the position further it is suggested that the Council should learn from the current organisations to see what has worked very well and further change, there may need to be to better meet the requirement of the Big Society.
- 3.14 It is further proposed that following the learning exercise the Council should test an approach to service provision by engaging with the Community in specific areas of the Borough. It is suggested that one area should be an area of Melton Mowbray which is not a priority Neighbourhood and one Parished area. This would give the urban/rural approach to learning. As a basis for this work Community insight, information and soft intelligence should be prepared for the areas in question to give context to these detailed discussions with representatives and members of the Community.

4.0 POLICY AND CORPORATE IMPLICATIONS

- 4.1 Performance Framework development is set out within the main body of the report.

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

- 5.1 At this stage there are no particular financial implications however, as the Council grows to understand the issues facing Partners, Community and Voluntary Organisations and the perspective of Local Citizens this will it is suggested have an impact on budget proposals.

6.0 LEGAL IMPLICATIONS/POWERS

- 6.1 There is much discussion about the Commissioning Framework and the Governance arrangements required for Partners to deliver or help with the delivery of services. It is suggested that this is further explored in tandem with the work in Communities.

7.0 COMMUNITY SAFETY

7.1 There are no implications arising directly from this report.

8.0 EQUALITIES

8.1 As the approach develops, Equality Impact Assessments may be required to ensure that any Policy proposed meets all requirements.

9.0 RISKS

9.1 Probability

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Very High A				
High B				
Significant C				
Low D				
Very Low E			1,2	
Almost Impossible F				
	IV Neg- ligible	III Marg- inal	II Critical	I Catast- rophic

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Impact

Risk No.	Description
1	Adequate community engagement and involvement does not take place.
2	Capacity required places a strain on Council resources.

10.0 CLIMATE CHANGE

10.1 There are no particular implications arising from this report.

11.0 CONSULTATION

11.1 Proposed as set out within the body of the report.

12.0 WARDS AFFECTED

12.1 All

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Appendices: A – Improvement Plan: New Ways of Working

Background Papers: None

Reference: X:\Cttee, Council & Sub Cttees\PFA\2011 12\280911