

**REPORT OF THE CHIEF EXECUTIVE**

**CORPORATE ISSUES**

**1.0 PURPOSE OF REPORT**

- 1.1 The Purpose of this report is to brief Members and explain why the initiative 'Turning the Tanker' has reached its objectives as well as advise on other Corporate Issues.**

**2.0 RECOMMENDATIONS**

**It is recommended that:**

- 2.1 The exercise of delegated authority by the Chief Executive be noted.
- 2.2 The successful conclusion of the Turning the Tanker Initiative be noted
- 2.3 A further report be made to this Committee at the next Policy, Finance and Administration Committee Meeting.

**3.0 KEY ISSUES**

**3.1 Turning the Tanker**

In 2012, the Council decided that it wished to refocus its emphasis to ensure its 'Place' Services operated at as high a standard as the acknowledged the 'People' Services. Also, there was an acknowledgement that the Council was required to move forward all services to seek greater efficiency and effectiveness whilst not losing its customer focused approach. From this view the Transformation Programme was developed with its emphasis on channel shift and behaviour change.

- 3.2 In the last two years, the Council has dedicated more resources to those services which improve the place in accordance with its Corporate Priorities. This has included the development of Economic Development support for local business. A diverse package of services has been developed from assistance to local businesses to obtain grants through the Countywide and regional frameworks, over £1.5 million has been drawn down by and for those businesses, to training tailored for business needs based around networking and other practical support such as the Business Grants Supports Scheme. This service moving from a standing start is now respected within the county and your officers currently lead and assist other Districts and partners across a range of initiatives including Broadband, EU Funding and Employment and Skills. Recently, the Strategic Director (CAM) has been asked to take the District Seat on the Place Board in the Leicester and Leicestershire Economic Partnership (LLEP) governance arrangements.
- 3.3 A continued emphasis on developing the Town Centre Programmes has blossomed with success in the second wave of Portars Towns, being a finalist in the Revive and Thrive Programme which has brought additional capacity and support to our small team and more recently being selected as one of the four pilot towns for an intensive examination to develop an Asset Based Support approach to Town Centre provision. Your officers also work very closely with the in BID Company in developing and promoting its initiatives and programmes.
- 3.4 Major Capital Programmes have and are being developed including the Foyer Project to assist young people on the first journey into independence, the completion of the Burton

Street car park, the initiatives around the Cattle Market and the development of the Leisure Vision. Also, with the approval of the Housing Asset Management Plan (HAMP) the Council has developed proposals to improve key parts of its stock including Beckmill and Granby House using the 'headroom' in the new housing funding arrangements as well as providing ten new council homes, the first to be built by the Council in decades.

- 3.5 Supporting these Place based services is the important activity around the development of the Melton Local Plan (MLP) the Council set itself an ambitious programme to replace the former Core Strategy with a new Local Plan and is adhering to that timetable whilst creating an innovative way of engaging with local people. The Local Plan Reference Groups engage over two hundred people in the MLP process directly formulating ideas and considering approaches being valuable contributors to the development of the Plan. This is a very different approach to that required by law as well as challenging and moving the boundaries of citizen engagement in the spatial planning process. Our local community has taken up this challenge and is supporting your officers at each stage.
- 3.6 The approach to the Transformation of the Council through its programme has reached Phase 2 in that the early development of key activities which would promote Channel Shift such as the website and self-serve Achieve Forms have been implemented and continue to be developed. The Council's new website which was 'soft-launched' has been developed and improved through customer engagement and comment. A new initiative called 'Web Chat' has been used on discreet parts of the site to offer a web discussion with customer services advisors to assist people navigate certain applications and to build up their confidence to use the service again. For the channel shift to be effective the website needs to be customer centric and intuitive to promote increased usage. The Council is now moving towards developing its E-Services through 'My Account' which will enable safe and secure self-serve access to personal and other website services. The first three 'E' Services', are Revenues, Benefits and Planning, the top three used services through the customer services centre. Allied to this, the Council's taken the opportunity to 'lean' its processes to gain additional efficiency and improved effectiveness of its offer to local people.
- 3.7 Finally, the 'People' Services have as Members required continually being embedded across the authority during this period. The Council has transformed its Family Intervention Project to be part of the Supporting Leicestershire Families as well as continuing to manage the Children's Services and making links through to our own integrated service offer. In particular increased working with health, particularly mental health and the targeting of the Leisure services continue to help those most in need has developed the offer. The Council's integrated People centric services were recently recognised through the IRRV Silver Award for Social Inclusion.
- 3.8 The initiative which brings all the aspects of the Council's Turning The Tanker programme together is the Me and My Learning. This links the people, place and transformation agendas by improving the employment and skills opportunities for local people, working to meet the needs of local businesses for skills and workers, as well as promoting and supporting the behaviour change amongst those most in need to enable independence. Independence which covers financial capability and strength, digital understanding and skills in this increasingly digitally focused world, as well as improving and sustaining social independence of individuals, families as part of the community. Me and My Learning arose out of the Council's successful Universal Credit Pilot which led to the opportunity to submit an EU Social Fund bid which was successful and allowed the development of the Centre. Officers are now working with Partners to create sustainability for the centre through other funding streams including the Public Services Transformation Network.

### 3.9 Market Place

In order to illustrate to the staff the success of the Turning the Tanker programme, a Market Place was held in November to showcase the three strands of the programme. This event was led by the T3 Group as this reflected their key role in developing and embedding the service officer under the programme.

The Market Place was an opportunity to advise staff of the success of the Turning The Tanker programme and its impact on our services and illustrates the stronger base from which the Council now has to move forward and embed its Place based services and continue its work in helping local people.

### 3.10 Exercise of Delegated Authority - Small Business Saturday

The Federation of Small Business has implemented a regular Small Business Saturday event usually on the first Saturday of December to take advantage of the Christmas period and festivities. The Council has supported this event and this year in order to assist it has responded to a request that some car parking be made free on the Saturday in question. The Chief Executive has exercised her delegated authority to allow Scalford Road car park and Mill Street car park to be made available free of charge to promote the event. In accordance with the procedures to exercise the delegated authority, the Chairman of the relevant Committee and the three Group Leaders were consulted and all supported the approach.

## 4.0 **POLICY AND CORPORATE IMPLICATIONS**

4.1 The Turning The Tanker programme has underpinned the Council's Policy Direction and policy emphasis since 2012. Its success and the way it has refocused Council service approach without the loss of momentum and motivation a more formal restructuring approach could cause. The Council is currently reviewing its Corporate Plan and its Priorities which will be approved by the new Council in mid-2015. The approach arising from Turning The Tanker will be built on to ensure that new and revised priorities are properly encompassed and embedded within the Council.

## 5.0 **FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

5.1 There are no particular financial implications arising from this report, as Members will be aware each project/programme has its financial resource allocation approved individually. However, the Transformation Programme has a savings target which it is moving towards achieving for the 2015/16 budget process.

## 6.0 **LEGAL IMPLICATIONS**

6.1 There are no particular implications arising from this report as the individual projects and programmes are examined as to their legal implications and powers as they are approved.

## 7.0 **COMMUNITY SAFETY**

7.1 No specific implications arising from the report other than the initiatives highlighted such as Me and My Learning and other people based services assist in reducing reoffending, tackling anti-social behaviour and developing responsibilities.

## 8.0 **EQUALITIES**

8.1 There are no implications arising from this report as the individual projects and programmes will as appropriate or applicable have their own Equalities Impact Assessment.

9.0 **RISKS**

9.1 **Probability**

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

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**Impact**

Risk No.	Description
1	Understanding across the Council not complete in relation to the direction of travel.

10.0 **CLIMATE CHANGE**

10.1 There are no implications arising from this report.

11.0 **CONSULTATION**

11.1 Staff and registered Trade Unions have been kept abreast of the development and implementation of the Turning The Tanker programme through the Joint Staff Working Group as appropriate together with Chief Executive Briefings and relevant Corporate Messenger articles. The T3 Group have also been integral to the operational development and success of the Programme. Members have been kept up to date through reports to this and other policy committees as well as Members Bulletin Articles.

12.0 **WARDS AFFECTED**

12.1 All

Contact Officer: Lynn Aisbett, Chief Executive  
Date: 24 November 2014

Appendices : None

Background Papers: Chief Executives Briefings October 2014

Reference :