

AGENDA ITEM 15

POLICY, FINANCE & ADMINISTRATION COMMITTEE

30 SEPTEMBER 2015

REPORT OF THE CHIEF EXECUTIVE

CORPORATE ISSUES

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to brief members on issues that have developed and upon which Officers have been working since the last meeting of this Committee. Also, an update on the Melton Extending to Excellence (ME2E) programme is included.

2.0 RECOMMENDATIONS

It is recommended that: -

- 2.1 **The progress with respect to the development of a proposal for a Leicester, Leicestershire Combined Authority be noted.**
- 2.2 **The progress and commitment of Officers within the Council to the development of the Melton Extending to Excellence be endorsed.**
- 2.3 **The report be noted.**

3.0 KEY ISSUES

3.1 Combined Authority

Since the Leaders of the Local Authorities in Leicestershire and the Mayor of Leicester reviewed and supported the submission of a proposal to Secretary of State for Communities and Local Government, Officers across the authorities have been working upon the detailed requirements of a submission. Leicestershire County Council has provided a Project Manager who has overseen progress towards consideration of the context and background to a submission, an assessment of governance arrangements and the development of a more detailed proposal.

- 3.2 Good practice indicates that as part of the consideration of such a submission to Government, a period of consultation takes place in the locality. Following the work across the Local Authorities, supported by relevant partners such as the Leicester, Leicestershire Enterprise Partnership a consultation draft of the proposal has been issued. A copy of the draft is attached as Appendix 1 to this report for Members information. Comments and suggestions which may be submitted as a result of consultation will be taken into account by the partners in preparation of any final submission
- 3.3 A further document will then be prepared following the consultation and it will be submitted to the constituent parties promoting the submission for formal approval. It is anticipated that Melton Borough Council will consider this at its meeting of Full Council in December.

3.4 **Melton Extending to Excellence (ME2E)**

The Council's approach to its ME2E programme has been developed in detail by the T3 Team, supported by C2. The officers have developed an assessment approach, based on a 360 degree appraisal process, whereby the T3 Managers who will take a key role in the Programme will undergo an assessment in the round looking at their role, skills and development opportunities. The process will be overseen by Heads of Service and will include Peer Appraisal as well as those of Senior Management and Staff. The Appraisal will identify strengths and weaknesses at an individual, team and organisational level. The strengths will be utilised for internal training and as part of coaching and mentoring to develop resilience and capacity within the organisation. It will also be possible to create more effective project teams as a result of this assessment because Management will be able to blend skills together to better utilise time and energy within the council. Any weaknesses can be addressed through Corporate Training and or/ peer coaching or mentoring.

3.5 The C2 Group has also looked at the opportunities which can be created from the ME2E programme and has worked to create a management development and learning package for staff at other levels in the organisation, which can in part prepare them for management. The current draft proposals include understanding of learning styles to maximise effectiveness, use of opportunities within the Council to maximise value for money and implementation through change in working practices to promote efficiency. The approach is to value the whole process of learning, developing skills and competencies for individuals and the organisation, which is a key aspect of the ME2E programme.

3.6 Finally, a Self-Assessment against the ME2E template has been developed by one of the Council's services. This challenges individuals, teams and services to look at the ME2E programme issues and carry to out an assessment of the Council performance and progress. A copy of the ME2E Template is attached at Appendix 2. Finally, T3 are also examining how to measure the impact of ME2E within the organisation particularly in relation to outcome focused performance. The T3 managers have agreed to put forward one area of real change and challenge which will be monitored to assess the cultural change achieved as a result of the ME2E Programme. The aim will be to develop a series of indicators and case studies which will showcase the impact of the programme for Members.

3.7 It is pleasing to note that all of this work has been devised, developed and will be implemented without recourse to external consultants or advisors. The intention is also, as seen from the above to utilise, knowledge, experience and skills within the Council and to extend training, coaching and mentoring opportunities to other staff. It is anticipated that it will be necessary to on occasion engage external parties, however this will be managed within existing budgets particularly the Training Budget.

3.8 **Investors in People and the Customer Services Standard**

The Council has agreed to undertake a joint IIP and Customer Services Standard Assessment in mid-October. This is a new offer from the inspection agency which has previously carried out council's IIP Award Assessment. It is suggested that this joint assessment will assist the Council in moving forward in its Customer Focused Service Delivery approach. The Council approved its Customer Services strategy earlier in the year and an Action Plan of implementation across a wide range of

activities has been developed and this will form the basis of the Council's assessment approach.

3.9 The assessment will be carried out during week commencement of 12th October 2015.

3.10 **External Visits / Interest**

During August and September several visits from parties interested in the Council's working ethos and approach have taken place. Two were from private sector organisations who were interested in the ethos and cultural approach used by the Council in developing its integrated services. Both organisations indicated a wish to remain in touch with the Council to see if further working arrangements may be beneficial. The Citizen's Advice Bureau Policy Unit representatives also visited and gained greater insight into the opportunities for further integration of their services with other partners as a result of the Melton locality example. Finally, IEsE also visited with the express intention of examining the Council's Silver Award to see if it should be upgraded, as well as to obtain information for a project report they will be preparing later in the year. At the close of the session the representative indicated that they would wish to use the Council's example as a further case study on certain models of working particularly related to integration of services.

4.0 **FINANCE AND POLICY IMPLICATIONS**

4.1 There are no particular implications arising from this report. As indicated above any expenditure from the ME2E programme would be met from existing budgets.

4.2 Any financial implications relating to the submission of a Combined Authority proposal would include Financial Implications within the relevant report.

7.0 **COMMUNITY SAFETY**

7.1 There are no implications arising from this report.

8.0 **EQUALITIES**

8.1 There are no implications arising from this report.

9.0 **RISKS**

9.1

L I K E L I H O O D	A	Very High				
	B	High			3	
	C	Significant			2	
	D	Low			1	
	E	Very Low				
	F	Almost Impossible				
			Negligible 1	Marginal 2	Critical 3	Catastrophic 4

IMPACT

Risk No	Risk Description
1	Proposals for Combined Authority not acceptable to all parties.
2	Government does not devolve necessary powers to Leicester and Leicestershire as requested.
3	Corporate Risk: Challenge of cultural issues which could undermine our ability to transform the Council and delivery of the required savings.

10.0 CLIMATE CHANGE

10.1 There are no implications arising from this report

11.0 CONSULTATION

11.1 Consultation on the Combined Authority Proposals is currently being carried out and the outcome of this will be included in the drafting of any further proposals

12.0 WARDS AFFECTED

12.1 All

Contact Officer Lynn Aisbett – Chief Executive

Date: 11.09.2015

Appendices : Appendix 1 – Combined Authority Consultation Proposal
Appendix 2 – ME2E Template

Background Papers: Relevant T3 and C2 Minutes
Relevant Combined Authority Draft Documents

Reference : X:\Cttee, Council & Sub Cttees\PFA\2015-16\30 Sept 2015\Item 13 – LA Corporate Issues

