

POLICY, FINANCE AND ADMINISTRATION COMMITTEE

2 DECEMBER 2010

REPORT OF CHIEF EXECUTIVE

CORPORATE ISSUES

1.0 PURPOSE OF REPORT

- 1.1 The purpose of this report is to update Members on various Corporate issues which have been developing since the General Election.

2.0 RECOMMENDATIONS

It is recommended that:

- 2.1 **the Improvement Plan be monitored by Officers, with exception reporting to relevant Policy Committees, as required until the completion of the work of the Performance Management Task Group.**
- 2.2 **the Values set out in paragraph 3.2 be adopted.**
- 2.3 **the report of the Extraordinary Efficiency Task Group be noted.**

3.0 KEY ISSUES

3.1 Improvement Plan

- 3.1.1 As reported previously to this Committee the Council's Corporate Improvement Plan has been reworked by Officers. However, since that reworking communication has been received from Secretary of State that the Local Area Agreement (LAA) Indicators are no longer required to be submitted and that funding will be allocated in accordance with the Secretary of State's direction. Also, the County Council is reviewing its Sustainable Community Strategy which has an impact upon the actions set out within the Plan.
- 3.1.2 Members have also indicated through the budget process that funding may need to dictate the level of service provided. This is relevant to the decision to set service standards for delivery. Until the budget process is determined these standards cannot be set with any confidence for coming years. Therefore, a key element of the Improvement Plan cannot be met at this stage.
- 3.1.3 Finally, as part of the Council restructuring exercise a Performance Management Task Group was established. This Task Group is reviewing the Councils current Performance Management Framework and will set up so far as it is able a Local Performance Management System for Melton. Again the role of the Improvement Plan is affected by the recommendations of this Task Group.
- 3.1.4 It is suggested therefore to Members that the Improvement Plan be monitored at an Officer level until these uncertainties are settled and a new Improvement Plan be put in place thereafter. Its monitoring to be determined by the recommendations of the Task Group. Any issues of concern highlighted by the Officer monitoring of the current reduced Improvement Plan will be submitted to the relevant Policy Committee for their attention or to this Committee with its overarching role.

3.2 Values

3.2.1 As part of the Councils successful reaccreditation pursuant to the Investors in People process the Inspector recommended to the Chief Executive that the Councils values be reviewed in light of the progress made by the Council and the changes in the organisation.

The Councils current values are:-

- Customer Care
- Openness
- Honesty
- Respect
- Courtesy

3.2.2 The process for review included staff participation at the Chief Executive's Briefings and liaison with Management Team following this process and consultation with Conservative Chairs the following revised list of values evolved:-

- Resilience
- Customer Care
- Performance
- Respect
- Flexibility

3.2.3 The change in the values reflects the importance to the organisation of certain key issues including resilience and performance which the Council has exhibited in large measure in recent years. Other changes reflect in amalgamation of certain previous values as well as the retention of the very important value to the Council of Customer Care.

3.2.4 It is recommended to the Council that these values be approved following the proposal received from the Investors in People process.

3.3 Former "Total Place" Initiative

3.3.1 There was much examination of the former Governments "Total Place" arrangements in the early months of the Coalition. Terms such as "Place Based Budgeting" and "Area Based Budgeting" developed to describe the suggested continuation of the process of bringing budgets together to coherently develop services to provide joined up delivery.

3.3.2 As part of the budget the Chancellor announced that there would be 16 areas where "Community Budget Arrangements" would be put in place to cover "families with multiple problems" following the budget it was announced that further details were to be worked out about how various parts of Government funding would be "pooled" into what Civil Servants have described as a "local bank account" for tackling social problems for chaotic families. It is widely acknowledged that this project is the successor to the developing place/area based budgeting. Leicestershire is 1 of the 16 areas chosen to pilot this work.

3.3.3 The Council considers itself to be in a good position to assist colleagues throughout the County in delivering services for families with multiple problems as this Council currently works in this way within Melton across all Public Sector Services. However, there could be risks associated with this as the Council has what it believes to be a very successful network of collaboration and in the future collocation in the new building proposed to better deliver these services, whilst this new system may be developed changing that successful matrix.

3.3.4 In order to limit the impact of this the Council has made contact with colleagues at the County and shown them the Councils work on the ground including the integrated activity at the Children's/Community Centres, the work of the Hub, the way the Council operates through the Joint Action Group with Police colleagues and the work of the Council in joining of its own services to support these key delivery groups. Initial reports are that these

approaches and the information provided have been well received and may continue to influence the development of the Community Budget proposals. Officers will continue to pursue this route.

- 3.3.5 With respect to the Access to Services the Council has participated in a project to “look at” pooling budgets for call centres. The Council has specified its different arrangements to other Councils within Leicestershire particularly the inclusion of front line Council Tax and Benefits work being dealt with by Customer Services Advisors. Also, the fact that this is an integrated service which provides all first point of contact including Face2Face, Web Based as well as through telephones. The Council has said that with whatever specification may be put together to develop this service it would expect to see no loss in service to the people of Melton.
- 3.3.6 On behalf of the Council your Officers have prepared bids to the existing Sub Regional Funding Pots for the former “Total Place” these bids are linked to the original submission to Government under “Total Place” which indicated local testing of these outcomes could be made and to facilitate the cultural change necessary amongst partners within the Councils new building. The former bid proposes the development and testing of a Place Based Right First Time Call Centre working with partners and the second deals with the development of understanding, systems and training needed for all partners to work together effectively as soon as possible in the neighbourhoods within the new building. Appendix A shows the processes to be adopted to promote cultural development. These two applications will be processed through the Countywide structures.
- 3.3.7 Linked to the development of Community Budgets and other relevant initiatives is the developing approach to commissioning across the Sub Region. Appendix B shows the current thinking with respect to the development of 6 commissioning hubs responsible to Leicestershire Together developing and designing services for local people. There is much further discussion to take place with respect how effective commissioning can be introduced in the area and this diagram and these introductory few words are intended to advise Members of a potential new system which may overarch service delivery particularly for the larger provides in Health and Social Care.

3.4 Extraordinary Efficiency Task Group

- 3.4.1 The main report from this Task Group concerns its Away Day which carried out a “Why, Why” exercise with respect to two blocks of Council Services; the first concerned the People Based Services of Neighbourhood Management, Financial WellBeing, the Family Intervention Project and the Councils approach to Anti-Social Behaviour. The second block involved Culture, Town Centre Management and Tourism. A short resume of the findings and proposals of the Task Group was presented to the Budget and Strategic Planning Working Group at its meeting on 4 November 2010. Several of the proposals contained within the Task Group resume were debated, discussed and supported as the Working Group progressed through its consideration of issues during the day.
- 3.4.2 A copy of the Task Group Away Day Brief Resume is attached at Appendix C. An area of concern which was raised by the Working Group concerned the development of “Activity Based Costing” to better understand the impacts of the work the Council is carrying out. The Working Group were concerned that this did not turn into an “Industry” which would take up different Officers capacity in justifying the work of the front line staff. This was not the intention of the Task Group however, Officers have noted the Working Groups comments and report the same to this Committee as part of the overall Task Group report.

4.0 POLICY AND CORPORATE IMPLICATIONS

- 4.1 The Council participated in the initial two “Total Place” pilots, that relating to Access to Services and Drugs & Alcohol. The latter project involved both County and City and further actions required from the Council have been few, however, further work on Access to

Services has continued with the Council operating as a pilot site operating around its new build.

- 4.2 The Policy implications of the further changes resulting from Coalition Government announcements and legislation will be taken into account as they develop and be the subject of reports to relevant Policy Committees as appropriate.

5.0 **FINANCIAL AND OTHER RESOURCE IMPLICATIONS**

- 5.1 At this stage there are no significant financial implications with respect to the activities reported.

6.0 **LEGAL IMPLICATIONS/POWERS**

- 6.1 Other than in a few specific areas there is no power to “pool” budgets. Actions that can take place include delegation to a Lead Authority which will include management of budgets. The Council has experience of this latter approach through its Welland Shared Services and in particular the operation of the Welland Joint Committee.

7.0 **COMMUNITY SAFETY**

- 7.1 The Council participated as required within the Drugs & Alcohol “Total Place” pilot study. As indicated above further actions for this District have been few.

8.0 **EQUALITIES**

- 8.1 At this stage there are no equalities implications as this report describes processes and provides information to Members for potential future decisions.
- 8.2 The Councils values include respect to be shown to local people, colleagues and Partners which is related to respecting diversity and culture.
- 8.3 An Equalities Impact Assessment has been included.

9.0 RISKS

9.1 Probability

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

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Impact

Risk No.	Description
1	Delays in implementing the Improvement Plan
2	New systems established for People Based Services by Community Budget Implementation

10.0 CLIMATE CHANGE

10.1 There are no particular implications for this report.

11.0 CONSULTATION

11.1 Consultations with the staff on the formulation of Values proposed within this report has taken place. Other consultations with respect to the "Total Place" submission to the Treasury were led by the County Council. This Council participated fully in relevant Melton consultations.

11.2 As further consultation is rolled out the Council will play its part.

12.0 WARDS AFFECTED

12.1 All Wards

Contact Officer: Lynn Aisbett
Date: 22 November 2010

Appendices : A – Diagrammatic Representation of Cultural Change needed
B – Commissioning Hubs
C – Away Day Resume of Extraordinary Efficiency Task Goup

Background Papers: 1 – Revised draft Improvement Plan
2 – Consultation with staff and Management Team – Values
3 – "Total Place" report submissions
4 – Notes of Extraordinary Efficiency Task Group Away Day

Reference : X : Committees\PFA\2010-11\021210\LA – Corporate Issues