FUTURE ROLE OF CHOOSING TO CHANGE BOARD

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LEAD OFFICER:	Paul Walker, Chief Executive
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Summary:	This report contains recommendations from the Choosing to Change Board relating to the change to its future role.

Recommendation:	That the Council:
	   1) Note the progress and achievements of the Choosing to Change Board, as set out in sections 2 and 3;
	   2) Agree changes to the future roles of the Choosing to Change Board and the Resource Planning Working Group, as set out in section 4 and the revised terms of reference in Appendix "A"

INTRODUCTION

1. <u>Original purpose of the Board</u>

1.1 In October 2009 the Council decided to set up the Choosing to Change Board to oversee a new corporate improvement programme.

"The trigger for considering the development of a coordinated change programme rather than managing change through the Council's normal continuous management processes was a result of the scale of the changes predicted to be ahead. The Council is facing a number of major issues, and any one is of significant scale in itself. The convergence of these issues over the next two to three years means that an exceptional management effort would be required to deal with them. This will require clear strategic guidance from Members in order to inform critical decisions, and it would also put pressure on our management capacity. Sources of support for this change programme are needed to be considered." *Full Council 27 October 2009*

1.2 In December 2009 a report was agreed at full Council, which set out in broad terms the work programme for the Choosing to Change Board.

" full Council accepted that we needed to enter a period of development of a more coordinated change programme, rather than managing change through the Council's normal continuous management processes. The key challenges being identified by Members in September 2009's facilitated sessions were resources (financial, human and assets); Managing Economic Change/ Job Prospects; Getting Closer to the Community; Partnership Service Delivery; Governance and Health Inequalities." *Full Council 9 December 2009*

1.3 The Council also agreed success criteria for the Choosing to Change programme and the Board.

"The Board considered what should be the critical success factors associated with the programme, i.e. those elements of the programme which if effectively conducted would represent achievement of the C2C programme. These have been defined as:

- All at Copeland Borough Council, Members and staff, are fully informed and engaged with the C2C programme;

- Create opportunity for elected Members and staff to feedback to C2C Board and Project Team on this programme;

- Ongoing communications for all stakeholders especially partners and the community;

- Critical milestones met as per plan;

- Ensure external resources are secured to support the programme;

- There is an adequate budget to ensure appropriate resources deployed on the implementation;

- A comprehensive and detailed roll out plan is produced by which progress can be accurately monitored, reviewed and ensured;

- Revised governance arrangements in place for the Council including the appropriate protocols.

- The Council has a sustainable Council Service Budget from April 2011;

- Satisfying external partners criteria for their support."

2. Achievements

2.1 The Choosing to Change programme has delivered a number of significant projects and had recognition from a variety of sources, for example:

- Regional improvement boards, including District Auditor, North West Improvement Group, Government Improvement and Development Agency for our recent achievements and our transformation;

- During April 2011 North West Improvement and Efficiency Partnership (NWIEP) requested to use Copeland Borough Council for a case study;

- In March 2011 Copeland were presented as a best practice example of locality working at the Cumbria Strategic Partnership conference;

- The Council achieved the North West Skills Award for staff development in January 2011 and reached the "Achieving" level in the Equality Framework for Local Government in November 2010;

- The Beacon received an excellent scorecard in its Enjoy England Visitor Attraction Quality Assurance assessment in July 2011. National tourism experts Enjoy England assessed The Beacon as delivering an 'excellent quality experience', which is 'amongst the best in the region'.

2.2 Examples of achievements and successes include:

- Rewritten the Constitution to improve democratic procedures. This involved making our constitution more accessible and introducing a new format for council meetings which gives members and the public more of a voice;

- Developed our Overview and Scrutiny function to focus on where it can offer most benefit;

- Introduced a new Copeland Partnership with strategic partners and links to our localities. We have had two very successful Partnership conferences that have brought together all the key players and members of the communities to develop their priorities for the coming years;

- Developed a new Council plan for 2011-2014 focusing on key priorities of people, place, prosperity and performance;

- Is able to propose a balanced budget for 2011/12;

- Carried out initial service reviews of all services, finding £2m savings for 2011/12, with more a programme of more in-depth reviews to follow;

- Improved internal communications through new approaches and tools. This has included the Latest Word, Meet the Chief sessions, a weekly Members Update, revised Copeland Matters etc;

- Reviewed and rewritten five key HR policies including our approach to managing absence and sickness and performance management;

- Started to develop a new approach to customer service;

- Reviewed and developed new Performance Management Framework;

- Reviewed Policy Framework and implementing recommendations;

- Reviewed HR and Organisational Development;

- Has undertaken a range of health improvement activities during 2010 in the community and within the Council's own organisation, and plan to do more in 2011;

- Is actively working with partners to manage the impact of changes to economic development structures and future loss of external funding for local investment.

- Delivered a comprehensive induction programme for Councillors newly elected in May 2011, working in partnership with Allerdale Borough Council

- Conducted personal development plan interviews with Members using our peer mentors as facilitators.

3. What has worked well

3.1 The Board has met regularly with excellent attendance and support from the sector support agencies. The Board's business has been efficiently conducted and it has effectively managed the programme.

3.2 The Board has been able to work jointly with the Resource Planning Working Group on successfully reviewing the Council's priorities and building the budget for 2011/12.

3.3 The Board set up a working group of members with support from key officers to undertake the review of the Constitution and production of a sizeable part of the new Constitution in a short time.

3.4 Successful bids to NWIEP for financial support have been made three times to invest in the Council's improvement programme.

3.5 Members were able to work with peer support provided by Local Government Improvement and Development. The member peers helped the Board to reach consensus during the reviews of process so that progress could be made.

3.6 Programme management has been conscientious and well-communicated within the Council. Managers of individual workstreams have been clear about what is expected from them and when. The majority of deadlines have been met.

3.7 The link to the Choosing to Change Reference Group has worked well, in spite of many changes of key players, and there has been a constant level of interest and support from the sector support agencies.

PROPOSALS RELATING TO FUTURE ROLE OF THE BOARD

4.1 On the 19 July 2011 the Choosing to Change board agreed to recommend the following changes to Council;

4.2 It is proposed that budget related issues are no longer dealt with by the Board but by RPWG. Priorities moved to RPWG would include:

- Monitor progress with self-assessment service review implementation to achieve budget reductions in 2011/12;

- Budget savings for 2012/13;

- Full service review programme across the whole Council to achieve sustainable services in the medium term;

- Develop an operating model for council services (direct delivery, shared services, outsourcing, sell, stop).

4.3 Looking forward the proposal is for the Choosing to Change Board to provide the strategic direction and momentum to a range of key transformational activities as set out below:

- Constitutional review and how the Council works – there is a small number of important revisions to be complete during 2011;

- Communication developments, reputation management and new website development. We will continue to look at how we communicate inside and outside of the council. We will

develop a new website and encourage channel shift so that more of our customers are able to use technology to more easily access our services;

- Organisational development - this will include looking at the competencies we require staff to display relevant to their job role; looking at where we have skills gaps in the organisation; introducing a leadership development programme to ensure we have the people with the right skills in the right roles to take the council forward;

- Member Development – delivering a comprehensive member development programme based on individually identified needs, with a view to retaining our NWEO Member Development Charter accreditation at Level 1 in 2012 and achieving Level 2 (Exemplar Level) in 2013;

- Customer Services - introducing a new customer services strategy which puts the customer at the heart of everything we do. Consider moving the reception into the atrium at the Copeland Centre to create a more customer-friendly environment and allow us to talk to more customers face to face;

- Roll out of new Performance Management Framework including training for managers as well as reviewing our systems and procedures for managing performance;

- Development and role out of new Policy and Strategy Framework which will allow us to assess, monitor and review all policies and strategies in a consistent manner;

- Review of current officer groups in place within the Council;

- Accommodation review to ensure we are making the best use of the space we have as well as embracing new ways of working e.g. hot-desking;

- Localism Bill - this is a fundamental piece of legislation that is going to shape the way we work going forward. The Localism Bill will introduce a general power of competence to give local authorities the legal capacity to do anything an individual can that is not specifically prohibited; abolish the Standards Board – it will be for individual authorities to decide whether to have Standards Committees and Codes of Conduct; It will extend the opportunities for authorities to have directly elected Mayors; give local groups, parish councils and council employees the opportunity to express an interest in taking over and running local services, such as swimming pools, markets or shops when they are threatened with closure; give local people the power to initiate referendums on matters of local importance, and hold referendums on excessive Council Tax rises; introduce a community right to build without a conventional planning consent, and a new right for communities to draw up "neighbourhood development plans" for their areas; and abolish the Infrastructure Planning Commission for major planning proposals, which will instead be voted on in Parliament.

4.4 It is proposed that the Choosing to Change Board would meet every two months and membership include the two party leaders and Councillor Sunderland as a representative of the Independents.

4.5 The proposed amended Terms of Reference for the Choosing to Change Board and the Resource Planning Working Group are shown in Appendix A.

List of Consultees: Choosing to Change Board
                                                Corporate Leadership Team

Background Papers: Nil

CHOOSING TO CHANGE BOARD

PROPOSED TERMS OF REFERENCE

Purpose: The aim of the Choosing to Change Board is to provide the cross party consensus, strategic direction and momentum to a range of improvement or transformational activities for the Council and make recommendations to Full Council as appropriate.

Composition: The Board will consist of the two Political Party Leaders together with two further Members from the principal parties, one independent Member and the Chief Executive. One non-executive position will be provided for a senior person from a sector support agency. The Board may co-opt or otherwise procure the services of expert support according to the improvement area being addressed at any time. It is the Boards responsibility to appoint non-voting positions to the Board. The Chief Executive will provide the secretariat and may call in officers as substitutes or in support of specific improvement issues according to need and availability. The Board will be chaired by a Member of the majority group.

Communication: The Board will be responsible for the communication and engagement plan in respect of its activities. The Board will be mindful of the publics' perception of the Council and operate in a way that promotes a positive image of the Council.

Commissioning: The Board will commission Officers, Member Task and Finish Groups, external experts or combinations of these to address specific issues building on best practice where such exists locally and nationally.

Delegation: Any delegation from Full Council to the Choosing to Change Board will be undertaken in a way that is consistent with the Council's Constitution, Corporate Plans, Contract Standing Orders and Financial Regulations.

Meetings: To be held in closed session, normally on a monthly basis and will report back to Full Council. Additional or ad hoc meetings may be called as required.

RESOURCE PLANNING WORKING GROUP

 PROPOSED TERMS OF REFERENCE

1   To consider and advise the Executive on matters to be included in the Council's Revenue Budget, Capital Programme and Medium Term Financial Strategy, including responding to consultations with internal and external stakeholders.

2   Monitor progress with self-assessment service review implementation to achieve budget reductions and/or growth.

3   Agree and conduct full service review programmes across the whole Council to achieve sustainable services

4   Consider, agree and amend an operating model for council services (direct delivery, shared services, outsourcing, sell, stop).