

**CHOOSING TO CHANGE – BOARD MEETING 18 MAY 2010**

**EXECUTIVE MEMBER:** Cllr Elaine Woodburn  
**LEAD OFFICER:** Interim Chief Executive  
**REPORT AUTHOR:** Brian Dinsdale

**Summary:** Full Council agreed a Communication and Engagement Plan in December 2009 for the Choosing to Change Programme and a key action arising from this plan is to provide Council with a regular update on progress. This report provides an update on the Choosing to Change Programme since the last report to full council on 13 April 2010.

<p><b>Recommendations:</b> Council is asked to:</p> <ul style="list-style-type: none"><li>(a) Note the positive views of the Reference Group charged with the external challenge of the C2C programme, and the replacement of Gillian Bishop (NWIEP) with Howard Davies (IDeA) as the Reference Group representative on the C2C Board</li><li>(b) Thank Gillian Bishop, Chief Executive of the NW IEP for the assistance she has provided to the C2C Board</li><li>(c) Note the progress in undertaking service reviews to secure annual savings of £2.8m in the council revenue budget by 2013/14</li><li>(d) Agree to the establishment of a Copeland LSP at the Full Council Meeting on 17 August 2010, to be managed alongside the councils locality working arrangements</li><li>(e) Agree to the Leader of the Council representing Copeland at the Cumbria Strategic Partnership Chairs Meetings on an interim basis until such time as a Copeland LSP Chair is identified</li><li>(f) Authorise council officers to work with other Cumbrian Authorities and partners to develop a single SCS for Cumbria provided the SCS is prioritised on a sound evidence base recognising the differences between communities across Cumbria</li></ul>
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**1. INTRODUCTION**

1.1 Council on 8 December 2009 agreed to a number of recommendations in relation to the Choosing to Change (C2C) Programme, including the Terms of Reference for the Choosing to Change Board, Roles and Responsibilities, Critical Success Factors, the Communication and Engagement Plan and the overarching Objectives for the programme. It also delegated responsibility to the Choosing to Change Board to make funding applications to the North West

Improvement and Efficiency Partnership (NWIEP) and others in order to support the objectives of the programme. Full Council on 13 April 2010 received reports that recommended important changes to the constitution of the council, as well as setting out progress in developing Copeland LSP arrangements and agreeing a bid for additional resources to the NWIEP amounting to £85K. Since then the Choosing to Change Board has met on two occasions, on 18 May and 15 June 2010. A supplementary report dealing with issues discussed by the Board on 15 June will be circulated as soon as possible

## **2. CHOOSING TO CHANGE BOARD MEETING – 18 May 2010**

2.1 At its meeting on 18 May 2010 the Board received reports on a number of issues as follows:

### **2.2 Minutes of the C2C Reference Group**

2.2.1 C2C Board meetings are followed by meetings of a 'Reference Group' of external agencies, chaired by the Interim Chief Executive, with a remit to provide external challenge to the C2C Board. Minutes of the Reference Group are considered by the C2C Board at each of its meetings. Board Members were pleased to note the growing confidence of the Reference Group in the Board's activities and its direction of travel. Board Members also welcomed Howard Davies from the IDeA as the new representative on the C2C Board from the Reference Group, following the departure of Gillian Bishop, the Chief Executive of the NW IEP, on maternity leave.

### **2.3 Service Reviews**

Board Members gave their approval to the service review process considered by the Resource Planning Working Group. Reviews are to be undertaken in a three stage process during May to August, with a view to identifying cumulative annual savings amounting to £2.8m by 2013/14. An analysis of the proposed saving over service areas, together with a detailed methodology and timetable were agreed. Board Members were informed that additional accountancy support had been secured within the agreed budget for the reviews, and that discussions with three councils were in hand to further support the process. It was anticipated that the majority of this support would be secured from Chorley Council, and that the new Chief Executive, Paul Walker, was leading the negotiations regarding this arrangement.

### **2.4 Bid for additional resources**

Board Members were reminded that a bid of £85K had been made to the NW IEP to cover the cost of Service Reviews and other necessary external assistance. Although this had not received final approval at the time of the Board Meeting, this has subsequently received verbal approval pending the return of the Acting Chief Executive of the NW IEP from sickness absence.

### **2.5 Copeland LSP and Sustainable Community Strategy**

Board Members considered a detailed report concerning the creation of a Copeland LSP and future arrangements for developing a Sustainable Community Strategy for Copeland. This followed a meeting of Group Leaders and external advisors on 22 April 2010. Board Members were informed that the West Cumbria LSP arrangement had come to an end, and that the West Cumbria Public Service Delivery Board had decided to wind itself up. Letters of thanks to the Chair of the West Cumbria LSP Chair and Copeland Members, from the Leader of this Council, were circulated at the meeting. Board Members agreed that the management and operation of the future Copeland LSP should be closely aligned with the council's locality working structures, rather than having a more 'top down' structure as was the case with the West Cumbria arrangement. It was also agreed that during the transition to the new LSP arrangements for Copeland, the Leader of the Council should represent Copeland at Cumbria

Strategic Partnership Chairs Meetings. Board Members considered a detailed timetable for creation of the Copeland LSP and agreed that this should be carried out by Full Council in August following a period of consultation with Stakeholders.

Board Members also considered the arrangements for developing a new sustainable community strategy (SCS) to become effective from April 2011, to replace the 'Future Generation' strategy currently applicable to West Cumbria. In this connection, it was agreed that Copeland should contribute to the development of a single SCS for Cumbria, which was designed to streamline and simplify the strategic framework in the county and provide a more obvious 'golden thread' between the overarching community strategy and service delivery at the local level. To succeed, the single strategy will need to identify and seek to address specific priority issues to reduce inequality between communities, and have a separate section for Copeland that recognises how Copeland will develop within a Cumbria context. Board Members agreed that this should be developed alongside the new corporate strategy for the council, and a detailed timetable for this was agreed at the meeting.

The work in developing the above will be carried out by senior managers and the current localities team, and Board Members acknowledged that this team would need to be strengthened to cope with the additional workload. A report to a future meeting was to be made on this issue. It was also agreed to extend the contract for the external local improvement advisor subject to funds being made available for this from the NW IEP.

## **2.6 Staff Forum**

Board Members received feedback from the first staff forum held on 26 April 2010, to which all council members were invited. Board Members were pleased to note the positive outcome of the event and considered a summary of evaluation forms submitted by 228 attendees. They agreed to incorporate the results into plans for future communication and engagement events, as part of the Choosing to Change process

## **2.7 Prospective councillors – provision of information**

The Board Chair suggested that the C2C work programme should include the development of material to provide prospective candidates at future elections with an insight into the role of a councillor. The IDeA representative agreed to offer advice at the next Board meeting on this issue.

## **3. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS**

- 3.1 A budget of £100K of council resources is available to meet the C2C programme, and to date a sum of £40K has been committed to cover the cost of the second phase of the constitutional review and contribute to the service review exercise. A sum of £60K therefore remains to meet later phases of the programme.

Sums of £50K and £85K have been approved by the NW IEP and these sums are fully committed on the projects for which the resources were granted.

In kind support amounting originally to £51.98K has been secured from the IDEA, which has been increased by £6000 to pay for additional support from member peers and an additional as yet unquantified sum to meet an additional 15 days of support from the improvement manager

**List of Consultees:**

Choosing to Change Board, Corporate Team, C2C  
Reference Group, Chief executive NW IEP

**Background Papers:**

Choosing to Change agenda papers – 18 May 2010

**CHOOSING TO CHANGE – ADDITIONAL REPORT - BOARD MEETING 15 JUNE 2010**

**EXECUTIVE MEMBER:** Cllr Elaine Woodburn  
**LEAD OFFICER:** Interim Chief Executive  
**REPORT AUTHOR:** Brian Dinsdale

**Summary:** Full Council agreed a Communication and Engagement Plan in December 2009 for the Choosing to Change Programme and a key action arising from this plan is to provide Council with a regular update on progress. A report relating to the C2C Board meeting held on 18 May 2010 has been circulated with the Council papers, and this report provides an update on the Choosing to Change Programme following a further Board meeting held on 15 June 2010.

**Recommendations:** Council is asked to:

- (a) Agree in principle to the establishment of a formal partnership with Chorley Council to assist in the delivery of the C2C programme
- (b) Agree to commit only to stage 1 of the partnership programme at this stage, at a total cost of £35K, to be funded from NW IEP resources
- (c) Agree that the stage 2 programme be assessed by the C2C Board in September 2010 in light of experience at that time, and a further funding bid to the NW IEP to cover the costs involved
- (d) Agree that a progress report on the outcome of the partnership be submitted to future council meetings
- (e) Agree that the Constitutional Working Group should continue in existence, and report to the next C2C Board on its future work programme

**1. INTRODUCTION**

1.1 Council on 8 December 2009 agreed to a number of recommendations in relation to the Choosing to Change (C2C) Programme, including the Terms of Reference for the Choosing to Change Board, Roles and Responsibilities, Critical Success Factors, the Communication and Engagement Plan and the overarching Objectives for the programme. It also delegated responsibility to the Choosing to Change Board to make funding applications to the North West Improvement and Efficiency Partnership (NWIEP) and others in order to support the objectives of the programme. Previous reports have recommended important changes to the constitution of the council, as well as setting out progress in developing Copeland LSP arrangements and agreeing bids for additional resources external agencies. This report continues the development of the C2C programme by recommending a strategic partnership with Chorley

Council to enhance the capacity and skills available to the council in carrying out service reviews and other process improvements, as well as further important changes to the constitution, which are the subject of a separate report elsewhere on this agenda

## **2. PARTNERSHIP WITH CHORLEY COUNCIL**

2.1 Board members received a presentation from the Chief Executive of Chorley Council on the assistance her council was able to provide Copeland over the next 12 months. It was intended that this assistance should be divided into 2 stages, with the stage 1 to be completed by the end October 2010. This would comprise the following:

- Facilitated workshop sessions to produce a revised corporate strategy.
- A toolkit for service transformation/efficiency reviews.
- Review the councils approach to customer services.
- Assist in the management and support of service reviews to realise efficiencies and improvements
- Advise on development of shared services across the council.
- Review and refresh the councils engagement and communications strategies, with recommendations for improvement
- Review the Councils HR and Organisational development policies, reward and recognition, commence framework etc as part of the cultural change programme for Copeland to deliver sustained improvement in performance.

Board members agreed to commit to stage 1 at a total cost of £35K, payable monthly in arrears subject to satisfactory progress. This cost would be wholly met from funds approved by the NW IEP for this purpose. Board members agreed to give further consideration to stage 2 of the partnership in September 2010 in the light of experience of the partnership at that time and a further bid by the new Chief Executive to the NWIEP to cover the costs involved. It was agreed that an appropriate waiver of standing orders, in view of the specialist nature of the partnership, would be pursued

## **3. CONSTITUTIONAL REVIEW – PHASE 2**

3.1 Board members received a draft council report on further changes to the council constitution, and made comments. An updated report is included elsewhere on the council agenda. It was agreed that the Constitutional Working Group should continue in existence, and report to the next meeting of the C2C Board on its future work programme covering areas of work referred to in paragraphs 4.2 to 4.5 of the council report

## **4. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS**

4.1 A budget of £100K of council resources is available to meet the C2C programme, and to date a sum of £40.5K has been committed to cover the cost of the second phase of the constitutional review and contribute to the service review exercise. A sum of £59.5K therefore remains to meet later phases of the programme.

Sums of £50K and £85K have been approved by the NW IEP and these sums are fully committed on the projects for which the resources were granted. Written approval of the latter sum of £85K is still awaited from the NW IEP.

In kind support amounting originally to £51.98K has been secured from the IDEA, which has been increased by £6000 to pay for additional support from member peers and an additional as yet unquantified sum to meet an additional 15 days of support from the improvement manager

**List of Consultees:**

Choosing to Change Board, Corporate Team, C2C  
Reference Group, Chief executive NW IEP

**Background Papers:**

Choosing to Change agenda papers – 15 June 2010