

Agenda Item:
Service Improvement and Efficiency Committee
24 August 2022

Collaboration Working Group

Report Author(s): Emma Hodds
Chief of Staff and Monitoring Officer
01508 533791
Emma.hodds@southnorfolkandbroadland.gov.uk

Portfolio: Transformation and Organisational Development

Ward(s) Affected: All

Purpose of the Report:

This report provides the conclusion to the work undertaken by the Member Working Group that has reviewed the collaboration. The findings are attached in the report of the Portfolio Holder for Transformation and Organisational Development.

SIEC are requested to review the findings and conclusions therein and recommend this onto Cabinet and / or make alternative / additional recommendations as part of their report.

Recommendations:

1. To recommend to Cabinet the content of the report and the recommendations therein.

1. Summary

- 1.1 This report provides the conclusion to the work undertaken by the Member Working Group that has reviewed the collaboration. The findings are attached in the report of the Portfolio Holder for Transformation and Organisational Development.
- 1.2 SIEC are requested to review the findings and conclusions therein and recommend this onto Cabinet and / or make alternative / additional recommendations as part of their report.

2. Background

- 2.1 The working group was established by the Portfolio Holder for Transformation and Organisational Development, with membership of the group also being Cllr's Clancy (Chairman), Riley (Vice Chairman), Adams and King. The Portfolio Holder set the terms of reference for the group, which were confirmed at the first meeting of the group.
- 2.2 The working group was supported by the Chief of Staff (Monitoring Officer), the Managing Director and the respective senior officer leads for each of the areas under consideration.
- 2.3 The group met frequently between January and May 2022 and considered the outcomes achieved that were due to be delivered as part of the feasibility study, commentary on those activities that have been achieved to date, areas which were work in progress and areas which are yet to be progressed.
- 2.4 This resulted in the working group confirming the work in progress against the feasibility study and then adding in additional recommendations where appropriate. The areas covered by the group were:
 - Governance
 - External Communications and Public Affairs
 - One Team Culture and Employer of Choice
 - Finance and Performance
 - Customer Engagement

3. Current position/findings

- 3.1 The group have concluded their work and the report of the Portfolio Holder is attached at **Appendix 1** for review by SIEC.

4. Proposed action

- 4.1 SIEC is requested to review the report at **Appendix 1** and approve this onto Cabinet with any necessary amendments or alterations that the committee believes to be appropriate.

5. Issues and risks

5.1 **Resource Implications** – any resource implications from the recommendations within the report are noted in the content.

5.2 **Legal Implications** – the working group was set up in accordance with the constitution.

5.3 **Equality Implications** – not applicable to this report.

5.4 **Environmental Impact** – not applicable to this report.

5.5 **Crime and Disorder** – not applicable to this report.

7. Conclusion

6.1 The Member working group has now concluded its review of the collaboration and the recommendations within this report are designed to continue to take the Council forwards in providing First Class Customer and service delivery.

8. Recommendations

7.1 To recommend to Cabinet the content of the report and the recommendations therein.

Background papers

Member Area – Collaboration Working Group – full set of papers for each area, terms of reference and agendas & minutes.

Report of the Portfolio Holder - Collaboration Working Group

Purpose of the Report:

This report concludes on the work of the Collaboration Working Group and provides the final report to be considered by the Service Improvement and Efficiency Committee.

Terms of Reference (TOR)

The TOR of the group was defined by the Portfolio Holder Transformation and Organisational Development, this was reviewed by the Group at the first meeting with some amendments agreed and can be found at **Appendix A** to this report.

Membership of the Group

Cllr Jonathan Emsell – Portfolio Holder

Cllr Stuart Clancy – Chairman

Cllr Steve Riley – Vice Chairman

Cllr Tony Adams

Cllr David King

Officer support to the Member Working Group

The working group was supported by the Chief of Staff (Monitoring Officer), the Managing Director and the respective lead officers for each area under consideration.

Areas of review

- Governance
- External Communications and Public Affairs
- One Team Culture and Employer of Choice
- Finance and Performance
- Customer Engagement

Format of the meetings

The working group were provided with a presentation on each area, this looked at the outcomes that were due to be delivered as part of the feasibility study, commentary on

those activities that have been achieved to date, areas which were work in progress and areas which are yet to be progressed.

This resulted in the working group confirming the work in progress against the feasibility study and then adding in additional recommendations where appropriate.

At each subsequent meeting a concluding report on the area was presented to the working group, agreed and finalised.

The reports form part of the background papers to this report, with this report providing a summary of the work already in progress and the recommendations, these are now to be presented to the Service Improvement and Efficiency Committee for progress.

Governance

The strategic ambition for governance was the first area of review for the group with a presentation provided on progress against the key action points, it was clear that the action had been completed in the following key areas:

- Meeting cycles aligned where possible
- Report templates aligned
- Member induction training aligned, where possible

In addition to the above the working group also reviewed the updates to the constitution that had been approved by Council to date and were pleased to note the amount of traction in this area that had already been achieved. The group also reviewed areas of commonality that was already evident between the Broadland constitution and that in place at South Norfolk.

There were areas whereby work was still in progress and the group were keen to look at this and provide endorsement, and where necessary add in additional recommendations for consideration by SIEC.

The main areas of focus for the group were:

- Constitutional review to align with best practice where possible whilst being cognisant of sovereignty - this included:
 - Delegations
 - Committee decision making process and conflicts between Overview and Scrutiny and Policy Development Panels
 - Portfolio Holder responsibilities
 - Irregularities including quorum, terms of reference, substitution, definition of key decisions, forward plan and meeting procedure rules
- Member training
- Joint forums and meetings

The conclusion to the review of this area was as follows:

Action	Commentary
Officers to work with Portfolio Holders to review current delegations to ensure that they are clear, concise and practical. This work to include comparison with South Norfolk Council and best practice examples	Work in progress - Delivery Plan 2022-24 – reference MT15

Review Portfolio Holder and management structure responsibilities (including South Norfolk) with a view to simplification and alignment	Work in progress - Delivery Plan 2022-24 – reference MT15
Review of constitution to ensure that the terms of reference for all committees and panels are contained in part 4 – rules of procedure	Work in progress - Delivery Plan 2022-24 – reference MT15
All references to quorum are referred to as part of the terms of reference for all committees and panels	Work in progress - Delivery Plan 2022-24 – reference MT15
Review the scheme of substitution	Work in progress - Delivery Plan 2022-24 – reference MT15
Review of the definition of key decision	Work in progress - Delivery Plan 2022-24 – reference MT15
Update the forward plan references in line with legislation	Work in progress - Delivery Plan 2022-24 – reference MT15
Update the council procedure rules to ensure they are clear and consistent	Work in progress - Delivery Plan 2022-24 – reference MT15
Review and explore the possibilities of joint committee meetings and how these can complement the sovereign decision making of each council	Work in progress - Delivery Plan 2022-24 – reference MT15
The role and responsibilities of the Overview and Scrutiny, Panels, Working Groups and Time & Task Panels to be reviewed to; remove duplication, clarify terms of reference and streamline & simplify decision making process	Recommendation 1
A member working group is established to input and oversee the constitutional amendments referred to in this paper	Recommendation 2
Extra resource will need to be provided to enable dedicated officer time is provided to enable this review to gain necessary traction and implement the proposals within the timelines identified	Recommendation 3 Note national graduate secured for six-month placement
To endorse the approach being taken by the Member Development Panel in relation to a full training plan for the next four-year term of office	Recommendation 4
To endorse the view of the Member Development Panel that a fully time post should be provided to enable the Council to achieve Member Charter status	Recommendation 5

Review of the terms of reference of joint scrutiny and what can be learnt from practice elsewhere, to determine the future viability of this committee	Recommendation 6
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External Communications and Public Affairs

The strategic ambition for marketing and communications was to transform the way we work; it was clear that the action had been completed in the following key areas:

- Internal intranet pages launched “connect”
- Comms campaign implemented on one team working
- Internal comms style and guides created

The area whereby work was still in progress, which the group were keen to look at and provide endorsement, and where necessary add in additional recommendations for consideration by SIEC was:

- External comms
- Public affairs approach and plan

The conclusion to the review of this area was as follows:

Action	Commentary
Explore opportunities to make Connect more accessible to staff	Work in progress - Delivery Plan 2022-24 C1
Review internal comms style guide with accessibility in mind	Work in progress - Delivery Plan 2022-24 C1
Continue to promote the One Awards internally and externally	Work in progress - Delivery Plan 2022-24 C3
Deliver a values campaign including a “connect takeover”	Work in progress - Delivery Plan 2022-24 C1
Create simple and digestible narratives around the success of the One Team for staff to digest and to enable them to become ambassadors for the One Team	Work in progress - Delivery Plan 2022-24 C1
Communicate the delivery of large-scale transformation projects and reinvigorate the SPARK communications and highlight the crucial role these projects play in our ongoing internal collaboration journey	Already in train in relation to all SPARK projects
Create core messages and narratives that support the key objectives and vision of the Councils. These narratives will be used within internal communications, so our staff become our Councils most passionate ambassadors	Work in progress - Delivery Plan 2022-24 C1
Build effective comms channels by growing our reach and engagement	Work in progress - Delivery Plan 2022-24 C4 and C5

through existing channels to target new demographics and hard to reach groups	
Build trust by relying to comments on our social media channels. Increase two-way communication between the Councils and their residents	Work in progress - Delivery Plan 2022-24 C4 and C5
Benchmark and monitor by conducting regular pulse surveys and polls to understand residents' priorities and benchmark their awareness of key council objectives to track how awareness is growing	Work in progress - Delivery Plan 2022-24 C4 and C5
Review opportunities for joint comms channels which will enable a stronger voice for both Councils	Work in progress - Delivery Plan 2022-24 C4 and C5
Approve the initial steps for public affairs, recognising work needs to be done to ascertain resourcing (*)	Work in progress - Delivery Plan 2022-24 C4 and C5
Build trust by delivering good customer service and doing what we say we will do. This needs to be a key message for all staff to ensure that the customer is at the forefront of everything that we do, enable good reputation, trust, and positive brand.	Recommendation 7

(*)

1. review internal resources available within the communications team and strategy team to ensure we have resource to progress public affairs further
2. develop a strategic public affairs plan for the wider organisation, based on the strategic priorities and issues which the two councils would wish to present a united public profile, including:
 - key messages to underpin our public affairs work
 - understanding what our 'asks and offer' is, including the key policy positions
3. work with CMLT and managers to identify initial focus areas where a public affairs strategy may be used to deliver better outcomes for the districts

One Team Culture and Employer of Choice

The strategic ambition for this area was to enable a joint officer team, it was clear that the action had been completed in the following key areas:

- MD appointed
- Senior management team structure in place & appointed to
- One joint team – effective from January 2020 with common terms & conditions
- All employee related policies & procedures aligned and approved by staff representatives and trade union representatives
- Joint values and behaviours

The area whereby work was still in progress is establishing the principles for becoming an employer of choice. It was recognised by the working group that there are now national issues that will impact on the One Team and this ambition but were encouraged by the amount of work that had been achieved to date, enabling the culture of the One Team to develop organically.

The employer of choice approach has five areas of focus:

1. Our People, Our Approach
2. Performance Lifecycle
3. Strategic projects
4. Development of management cohorts
5. Wellbeing

The working group reviewed the work in these areas and concluded as follows:

Action	Commentary
The alignment of the remaining employee related policies to be complete by summer 2022	In progress through the Staff Consultation Forum, working with staff representatives and UNISON representatives
Pursue all the innovative suggestions as outlined in the body of the report (*) to expand our traditional job market	Work in progress - Delivery Plan 2022-24 B4
Continue with the formal coaching training, ensure this is utilised for council staff and embed a coaching culture throughout all teams	Work in progress - Delivery Plan 2022-24 B4
Progress the move to Oracle HR & Payroll system and continue with the work underway for effective transition between systems	SPARK project – IT system transformation
Ensure the two career paths are utilised – management and technical to ensure all staff promoted to line managers possess the necessary skills	Work in progress - Delivery Plan 2022-24 B4 and B5
Develop and implement the talent management strategy	Work in progress - Delivery Plan 2022-24 B4
HR Business Partners to continue to support managers in the recruitment skills to ensure that best staff are appointed to	Work in progress - Delivery Plan 2022-24 B4
Members to consider if a pre-recorded “meet and greet” session with new staff to explain the members roles and the political environment might be helpful	Recommendation 8
Members view to be sought in developing and agreeing a new approach to flexible / hybrid working	Recommendation 9
In preparation for the One Team recruitment policy roll out, it would be helpful if members wished to expand on	Recommendation 10

how we have described the One Team as an Employer of Choice	
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(*) – Norfolk wide apprenticeship scheme, care leavers, diversity & inclusion, mental health & wellbeing, internal skill development, armed forces, ex-prisoners, new approach to onboarding (engage, enable, empower).

Finance and Performance

The group received a presentation regarding finance and performance at one of the meetings and the areas of focus were:

- Summary financial figures – revenue expenditure and capital expenditure
- Earmarked reserves
- Cost and savings tracker
- Performance management – how measured & monitored throughout the year
- Telephony performance

The conclusion to the review of this area was as follows:

Action	Commentary
An analysis of the current level of vacancies, and the costs of these posts if they are filled should be produced	Work in progress - Delivery Plan 2022-24 B1
Service areas to continue to ensure performance data and intelligence is used in improvements to service delivery for customers	Part of quarterly performance reporting, and monitoring undertaken by officers in support of this data
The councils should continue to monitor the annual revenue and capital expenditure figures to monitor expenditure trends, as this will help demonstrate whether the collaboration delivers real long term cost reductions	Recommendation 11
The one-off transition costs should clearly be shown in all One Team savings calculations going forwards	Recommendation 12
Senior officers should ensure they sample check the telephony performance by regularly carrying out mystery shopping calls	Recommendation 13

Customer Engagement

The strategic ambition for customer engagement was through the following focus areas:

- Better use of technology – to improve customer service, whilst reducing cost and improvement efficiencies – ICT / Digital opportunities such as CRM and communication channels

- Business improvement – to ensure we can continue to deliver, in the most efficient way, those services our customers value the most
- Shared approach to data, customer insight and experience – to enhance our understanding about the customer, based on their behaviour, experiences, needs or desires and using this insight to design services

The working group saw the significant progress that has been made in the above three categories and had outlined some key case studies of how service delivery has evolved positively.

The group also focussed on channels of communication, with a particular focus on telephony.

The group were also encouraged to see the following overview of success to date:

- Increased partnership engagement
- Resilient housing team
- Specialist officers
- Aligned County offer for Test & Trace payment
- National & regional influence
- System transformation programme
- Increased knowledge base of team
- Aligned council tax assistance policy
- Improved electronic channels of communication
- Joint website delivered

The conclusion to the review of this area was as follows:

Action	Commentary
To continue to gather insight across our communication channels through the expansion of our customer satisfaction survey, acting on customer feedback as part of our continual improvement approach to build a First-Class Customer Service for our customers	Work in progress - Delivery Plan 2022-24 F1, MT5 and MT11
To ensure that services are designed around our customers' needs and that they can access services through multiple channels, at time convenient to them	Work in progress - Delivery Plan 2022-24 F1, MT3, MT5 and MT11
Invest in our business intelligence approach to enable us to better understand the service we provide our customers and continually improve	Work in progress - Delivery Plan 2022-24 G2, MT11 and MT17
To continue to increase our digital offer to customers, so that those that are able to self-serve can 24 hours a day, which enables us to target a face-to-face resource to those that need it most	Work in progress - Delivery Plan 2022-24 F1, MT3, MT5 and MT11

<p>To assess our customer service operating model and consider whether the current model is appropriate for the future vision of First-Class Customer Service through our First-Class Customer Service Programme</p>	<p>Work in progress - Delivery Plan 2022-24 F1, F3 and MT11</p>
<p>Continue to utilise our increased One Team footprint to influence local and national policy to make sure our resident's best interest is kept at the forefront</p>	<p>Work in progress - Delivery Plan 2022-24 F1 and F3</p>

Background Papers are available in the Member Area for each of the aforementioned areas including the presentation and the final report.

Review of Collaboration – Member Working Group

Purpose

In line with the constitution – 16.15 Working Groups – the Portfolio Holder for Transformation and Organisational Development has convened this working group to review the collaboration agreement in place between Broadland District Council and South Norfolk Council.

The Member Working Group shall review the key aims of the Feasibility Study and the Section 113 agreement which was put in place to ensure the collaboration between the two Councils was effective and efficient in its undertakings. The working group will review:

- a. The cost effectiveness of the collaboration in relation to the cost and savings tracker
- b. The quarterly performance reports and associated service delivery to determine areas of focus
- c. the section 113 itself
- d. ~~identify ways of working together through a combination of sharing and closer integration of services in order to develop and enhance service delivery, build resilience and achieve future efficiencies~~
Identify and fully understand the leadership and management structure and the roles and responsibilities of the previously autonomous sovereign independent councils, and their new R&Rs required to deliver collaboration /joined-up working based on the "one team " management structure. How has this impacted on BDCs service delivery, in terms of member functions internal committee work and most importantly our communities' organisations, residents, businesses and staff.
- e. the progress in relation to the review of the constitution
- f. the culture of the organisation and make any recommendations as required

In line with the working group being time limited the outcomes from the terms of reference will aim to be reported by the end of April in order to be able to feed into the external peer review planned for April and May 2022.

Working Group Membership

The membership and political balance of the working group is to be agreed by the Portfolio Holder, on the understanding that as a minimum political balance shall apply.

The Working Group will consist of four Members of Broadland District Council, three from the Conservative Group and one from the Liberal Democrat Group.

The Portfolio Holder shall also be in attendance each time the Group is convened.

Substitutes shall be allowed, with confirmation of substitute name being confirmed by the Member providing the apology.

The Member Working Group shall elect a Chair and Vice Chair.

Other Members are able to provide comments and questions through their Group representatives and those political groups not represented on the working group are able to feed this in through the Chair.

Quorum

The quorum shall be four Members, including substitutes.

Procedures and protocol

In line with the constitution this working group shall:

- a) Be time limited and have specific terms of reference agreed by the individual or body convening the group (the Portfolio Holder Transformation and Organisational Development)
- b) Report regularly on their business to the individual or body convening the group (the Portfolio Holder Transformation and Organisational Development and onto the Service Improvement and Efficiency Committee, and onto Overview & Scrutiny and Cabinet as needed)
- c) Be responsible for determining their own procedures
- d) Always be advised by relevant officers who shall be entitled to attend all meetings of the group but who shall not be entitled to vote

Frequency of meetings

Every effort shall be made to convene meetings every two weeks and held In Person.

Voting

The Working Group will operate on a basis of reaching a consensus amongst Members.

The Chairman for the meeting has the discretion to conduct a vote either by show of hands or, if there is no dissent, by affirmation of the meeting.

If there are equal number of votes for and against, the Chairman of the meeting will have a second or casting vote.