

## INTRODUCTION

Further to the meeting of the Co-operative Scrutiny Board on the 17 December 2014. The Board requested that the programme provides an update on progress in three months' time to include the following areas:-

- 1/ How measures for consultation and engagement will be built into the programme
- 2/ Role and function of the decision making network are to be made clearer
- 3/ Quick wins with timescales and present the CCO blueprint

### **1. How measures for consultation and engagement will be built into the programme**

To ensure all the council's efforts around consultation and engagement remain aligned, CCO's 'Advise & Enable' project has joined forces with the "Where I live" initiative, which is building a 'Framework for Working with Citizens and Communities'.

Citizen engagement and consultation is one of three areas of scope for this initiative; the other two being integrated enforcement (i.e. citizens being able to speak to any public sector frontline officer about any enforcement matter, knowing their concerns will be passed on appropriately) and creating faster solutions to service problems (e.g. an App for reporting pot-holes). While CCO will not play a direct role in those areas, we will capture and pass on any requirements we identify to our colleagues in GAME (who work with our Street Scene teams) and CST (who address customer service needs).

The following describes how our consultation and engagement process/measures will be developed:

- 1.1. Build the plan - CCO Business Analysts are supporting officers in Policy, Performance and Partnerships to create a structure and implementation plan for this work, setting clear actions to start turning the vision outlined in the above document into a functioning framework which will roll out a new way of working with our partners, communities and citizens.
- 1.2. Refine requirements - The first step is working through the document to better understand what PCC needs to do internally, with its partners, communities and with citizens, to deliver against the promises and realise the vision. This process has begun already and the 150+ requirements we have found are being grouped into themes ready for discussion/validation.
- 1.3. Keep focussed - CMT have set some parameters to focus our efforts on. This includes: co-ordinating our existing initiatives and projects among the many service areas that are already actively working with our citizens and communities; and identifying ways to better join up to have greater impact and understand of the overall effort from within PCC services.
- 1.4. Clarify Roles and Responsibilities - We need to analyse and refine roles and responsibilities in relation to the new framework. This will include an exploration of the role of the councillors as community leaders, and how we support citizens and communities to:
  - be engaged in local decision making with Councillors;
  - use pooled budgets to solve local problems;
  - work with Councillors to influence strategic decision making;
  - have access to a wide range of community activities and to improve their neighbourhood;

- have pride in Plymouth and contribute to creating a vibrant, welcoming waterfront city;
- commission local services;
- be supported to find ways to fund and run local services for themselves;
- influence improvements to PCC and Partner-run services;
- be better able to access PCC and Partner-run services through the most efficient channels and are satisfied with the service response first time; and
- be able to communicate through the most efficient range of channels which meet their needs and are efficiently resourced.

1.5. Work in partnership - We will need to enable PCC and our partners to form effective partnerships, sharing resources, information and expertise to form one approach to working with citizens and communities across the city.

1.6. Deliver the framework - Once we clearly understand the detail of what we need to achieve, we can develop the necessary work streams, processes and competencies to deliver the above objectives and realise the benefits.

1.7. Realise the benefits -

- Citizens enjoy living and working in Plymouth;
- Citizens are taking control of their communities;
- Children, young people and adults are safe and confident in their communities;
- The council is providing and enabling brilliant services which strive to exceed customers' expectations;
- The council is using resources wisely;
- Plymouth is a fairer and more inclusive city with citizens at the heart of decision making;
- Citizens and Communities are actively able to reduce health and social inequality; and
- Through sound partnerships, we provide strong community leadership and work together to deliver a common ambition.

## **2. Role and Function of the Decision Making Network are to be made clearer**

As we articulated in December's Co-operative Scrutiny Board, the 'Decision Making Network' is not something new. It is comprised of all the existing decision makers in the council – including Members, Executives, Asst. Directors, Heads of Service, etc. CCO's role will be to improve the knowledge and information available to these decision makers, making it easier to get access to the right expertise, advice and support. Explicitly, it is not about new 'gateways' or 'roadblocks'.

The following describes how CCO's 'Advise & Enable' project is developing a 'Knowledge and Information Management Framework', to facilitate fast, high-quality, decision making:

- 2.1. Understand our needs – CCO Business Analysts are now working with colleagues across the organisation, to better understand their information needs. Directors and Assistant Directors identified the need to access expertise and knowledge to support them with a range of planning, modelling and decision making challenges. From this, 'Advise and Enable' are capturing requirements to help clarify what the crucial areas of knowledge and expertise are to assist decision makers and service planning. We will soon be looking to engage with Members on how we can better support their decision making, too.
- 2.2. Build the tools & processes - This will inform the development of a Knowledge and Information Management Framework and service, with tools, processes to make sure we have the knowledge needed to make sound decisions.

- 2.3. Build our capability - Understanding what we need to know helps define what expertise we need in the organisation. Our first task is to map the expertise we have already against these knowledge needs and identify where we have gaps or do not have the quality we need.
- 2.4. Develop our people - We will then work with People and Organisational Development, to inform the development of the organisation's competencies framework, to make sure we:
- Know who has what expertise within the organisation (there is currently no reliable single view of our skills base – and we do not have a clear picture of where we are lacking).
  - Expand the number of people holding this expertise to the right level – so we do not have Single Point of Failures (when the one person who knows isn't available, at a critical time)
  - Ensure the expertise remains up to date and is of the quality needed
  - There is a method for finding the experts in key knowledge areas, easily! We are investigating potential quick win to improve the search capability on the Lync system, so we can search by key word not just name.
  - This should then inform recruitment, role profile development, and succession planning.
- 2.5. Realise the benefits:
- We will have the necessary capabilities to support our decision makers to make intelligent decisions
  - We will have a clearer understanding of the expertise needed by the organisation to inform People and Organisational Development
  - Members and Officers will have a better view of the expertise in our organisation, have a clearer vision of what might be possible, and be better able to find out who will be able to answer their question – quickly and with the best knowledge (without having to rely on 'someone who will know someone who will know who'...!)
  - Our Retained Client functions will have access to a wide range of expertise necessary to derive greater value from our contracts with Alternative Service Delivery Vehicles.

### **3. Update on quick wins and the CCO Blueprint**

At the Members Briefing on 23 Jan 2015, CCO provided a comprehensive update on all projects being taken forwards in FY15/16, including the four 'Quick Win' mini-projects. Further detail on these can be found in the CCO Overview document, issued to Members via email and attached here as an appendix. This overview summarizes all the projects that design and deliver the changes described in the CCO Blueprint, which was signed off by the CCO Programme Board on 28 Jan 2015.

The CCO Blueprint is a technical enterprise architecture document which examines the implications of particular models, service delivery vehicles and organisational structures for CCO areas like HR, Finance, Corporate Services, etc. It builds upon the 2013 PCC Blueprint 2.0, by adding sufficient contextual detail on CCO areas for our team to begin logical and physical designs for transformed services. New model services in HR, Finance, etc. will be delivered in FY15/16 (as per the overview).

In layperson's terms, where the PCC Blueprint 2.0 told us what areas we needed in our PCC factory, the CCO Blueprint tells us what machinery we need in each CCO area, in order to work efficiently and effectively. We are now moving into the detail design phase where we determine exactly what specifications the machines will work towards, who will be responsible for each task, and, the processes they will need to follow to deliver their outputs (from Dec 2015 onwards!).

The CCO Overview offers a summary of the content and timeline implications of the CCO Blueprint. Members are welcome to receive a copy of the full technical document via email, on request.