

# WIRRAL COUNCIL

## CABINET

10 APRIL 2014

<b>SUBJECT:</b>	<b><i>FUTURE COUNCIL – ENGAGEMENT OF POLICY AND PERFORMANCE COMMITTEES</i></b>
<b>WARD/S AFFECTED:</b>	<b><i>ALL</i></b>
<b>REPORT OF:</b>	<b><i>CHIEF EXECUTIVE</i></b>
<b>RESPONSIBLE PORTFOLIO HOLDER:</b>	<b><i>CLLR ANN MCLACHLAN</i></b>
<b>KEY DECISION</b>	<b><i>NO</i></b>

### 1.0 EXECUTIVE SUMMARY

1.1 This report sets out proposals for engaging the Council's Policy and Performance Committees to provide effective overview and scrutiny at key stages of the Future Council programme. This report build's on the report to Cabinet 13 March outlining the future Council process and its objectives.

### 2.0 BACKGROUND AND CONTEXT

2.1 Local Government is changing at the most rapid pace in living memory. Significant reductions in the grant funding we receive from Central Government combined with increasing demand for our services, present an unprecedented challenge. In addition to savings already agreed and currently being delivered, the Council faces a forecast budget gap of £18 million in 2015/16 and £25 million in 2016/17.

2.2 It is essential the Council approaches this challenge in a planned and considered way to ensure we protect, as far as possible, the delivery of Council policies and spend our remaining budget in line with Council priorities.

2.3 The Future Council Programme builds on proposals put forward by Ernst Young (EY) for remodelling the organisation. The programme will lead to the delivery of a new organisational structure and a new system of job profiles and pay grades that will modernise the Council and enable us to become more flexible.

2.4 The programme also drives forward a business-case approach that will see every Council service being reviewed in order that a series of options can be developed to re-shape how we best deliver services. The options developed will be the subject of wide-ranging stakeholder engagement and public consultation commencing in June 2014.

2.5 Members of the Council's Scrutiny Committees have been engaged in reviewing budget options in previous years as part of the consultation process. Feedback from Members has indicated a preference to be more engaged in the options development process

from an earlier stage. The Future Council Programme provides a mechanism for how this will be achieved.

### 3.0 THE ENGAGEMENT PROCESS

- 3.1 An engagement process is being developed which engages Policy and Performance Committees to ensure the Future Council Programme is subject to robust challenge and scrutiny. The process is also designed to harness the independent expertise of the Council's strategic partners.
- 3.2 The approach will involve Council services being grouped and presented according to policy priority and outcome, rather than by directorates and departments. This will enable Members and partners to inform and scrutinise the emerging options with particular emphasis on the outcomes delivered to meet the needs of residents. The approach will consider all the services and expenditure against those outcomes rather than looking at individual services in isolation. This will provide the opportunity for Members to consider potential options for service transformation and alternative models of service delivery.
- 3.3 Council services will be grouped against the three policy priorities agreed within the Corporate Plan 2014-2016. These are:
- Local Solutions, Local Decisions
  - Driving Growth and Aspiration
  - Promoting Independence
- 3.4 In line with proposals agreed by Cabinet 13 March 2014, information on services and developing options will be taken to the appropriate Policy and Performance Committee and relevant external partnership board for consideration. It is further proposed the Transformation and Resources Policy and Performance Committee will review services and options in relation to the Council's back office functions and support services. These arrangements are set out in the table below:

Theme	Policy & Performance Committee	External Partnership Board
Local Solutions, Local Decisions	Coordinating Committee	Public Service Board
Driving Growth and Aspiration	Regeneration and Environment Committee	Investment Board
Promoting Independence	Families and Wellbeing Committee	Health and Wellbeing Board
Enabling and support services	Transformation and Resources Committee	

- 3.5 It is proposed Policy and Performance Committees and External Boards meet at three key stages to input into the Future Council Process as follows:

#### MEETING ONE – JUNE 2014

- 3.6 The first meetings of Policy and Performance Committees and external Boards will be in June 2014. At these meetings, Committees will receive a 'Position Paper', based on one of the above policy priorities. This paper will contain detailed information on all of the services related to that priority, grouped on a thematic basis.

- 3.7 Members will be asked to scrutinise the proposals in terms of the framework of outcomes being proposed and the appropriateness of service groupings against them. Members will also be asked to review the principles upon which the re-modelling of services will be taken forward.
- 3.8 Feedback from these sessions will be collated and added to the information collated by the service review process, and used to develop a series of budget options to achieve the £45 million of savings required.

#### **MEETING TWO – JULY 2014**

- 3.9 During July, a series of workshops will be held with all committees and boards to discuss and debate the full set of budget options developed through the Future Council process. At these workshops, Members will be able to call on appropriate Council officers to effectively scrutinise all budget options. This will provide an opportunity to focus on their deliverability and the potential impact on people using services. The feedback from these meetings will be reported as a key strand of the consultation feedback.

#### **MEETING THREE – OCTOBER 2014**

- 3.10 The final series of meetings will see all Committees receiving the public and stakeholder consultation feedback before it is reported to Cabinet to inform budget decisions. This will provide Committees with the opportunity to discuss the consultation findings and, in the light of the feedback received, make any recommendations to Cabinet in relation to the budget options.

#### **4.0 IMPLICATIONS FOR POLICY AND PERFORMANCE COMMITTEES**

- 4.1 The activity set out above will need to be included in the work programmes of the respective Policy and Performance Committees. The Chair of each Committee will be requested to prioritise this work in line with the timetable proposed to ensure appropriate input at each of stage of the process.
- 4.2 The format of these sessions will be structured as either 4 hour or 6 hour workshops to ensure that appropriate time is allocated. Following each session, a report back will be provided capturing the workshop output from each session and setting out the next stages of the process.
- 4.3 The intention will be for all Members of the Committees to be involved in the workshops. In the event that Members are unavailable to attend, deputies can be used.
- 4.4 In scheduling these workshop sessions, wherever possible the external partnership board meetings will precede those of the Policy and Performance Committees. This will enable Members to give consideration to the views expressed by external partners in their discussions.

#### **5.0 RELEVANT RISKS**

- 5.1 A full programme risk register has been developed and is regularly updated and reviewed in line with the programme governance arrangements for the Future Council approach.

## **6.0 OTHER OPTIONS CONSIDERED**

6.1 Council has made a commitment that all decisions related to the budget setting process should be underpinned by comprehensive, genuine and robust consultation with all stakeholders. Therefore, no further options have been considered.

## **7.0 CONSULTATION**

7.1 The Future Council Process includes a comprehensive programme of stakeholder engagement in the development of a series of budget and service delivery options. These will be the subject of a wide ranging public consultation that will commence from August 2014.

7.2 On going briefings are being offered and discussions held with the Political Parties, staff and Trade Unions.

## **8.0 IMPLICATIONS FOR VOLUNTARY, COMMUNITY AND FAITH GROUPS**

8.1 There are none arising directly from this report.

## **9.0 RESOURCE IMPLICATIONS: FINANCIAL; IT; STAFFING; AND ASSETS**

9.1 There are none arising directly from this report.

## **10.0 LEGAL IMPLICATIONS**

10.1 There are none arising directly from this report.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 Has the potential impact of your proposal(s) been reviewed with regard to equality?

(a) Yes – an EIA was developed to accompany the report to Cabinet 13 March.

## **12.0 CARBON REDUCTION IMPLICATIONS**

12.1 There are none arising directly from this report.

## **13.0 PLANNING AND COMMUNITY SAFETY IMPLICATIONS**

13.1 There are none arising directly from this report.

## **14.0 RECOMMENDATION/S**

14.1 That Cabinet refers this report and the engagement process for the Future Council Programme as a priority for inclusion in the work programmes of each of the Policy and Performance Committees commencing in June 2014.

## 15.0 REASON/S FOR RECOMMENDATION/S

15.1 To ensure the Chair's of the Policy Performance Committees prioritise their involvement in the Future Council Process

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## APPENDICES

N/A

## SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Cabinet	13 <sup>th</sup> March 2014