OVERVIEW & SCRUTINY

Council Redesign Programme and Accessibility Review Panel

Members

Councillors Mandy Darling (Chairwoman), Atiya-Alla, Barnby, Barrand, Brown, Douglas-Dunbar, Foster, Kennedy, Chris Lewis, Loxton, Mills and O'Dwyer

(Contact Governance Support on t: 01803 207087 or e: governance.support@torbay.gov.uk)

A meeting of **Council Redesign Programme and Accessibility Review Panel** will be held on **Thursday, 4 March 2021** commencing at **5.00 pm**

The meeting will be held remotely via Zoom (the links to the meeting are set out below)

Join Zoom Meeting
https://us02web.zoom.us/j/82498536611?pwd=eVFKV3FDQnRnT3lQZG50d096MmJ0dz09

Meeting ID: 824 9853 6611   Passcode: 163885 One tap mobile
+442039017895,,82498536611#,,,,*163885# United Kingdom
+441314601196,,82498536611#,,,,*163885# United Kingdom

Agenda

1. **Update on the Council Redesign Programme and Agree a Way Forward for the Review** (Pages 5 - 17)

   1. To receive an update on the Council Redesign Programme, particularly the Our Communities and Our Organisation projects and the timescales for implementation (this will help to inform the timetable for the review) – Anne-Marie Bond/Matt Fairclough-Kay/Kate Spencer/Councillor Carter.

   2. Agreement of further Key Lines of Enquiry and future decision points around which members wish to seek assurance – Scope of the Review.

   Key lines of enquiry:

   - How does the Council intend to engage and consult with the community prior to making changes this year and what input can the community have into this process?

   - How does this link to the One Public Estate and the aim to have all

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public services together?

- What benchmarking has been used to learn from good practice elsewhere?

Instructions for the press and public for joining the meeting
If you are using an iPad you will need to install Zoom which can be found in the App Store. You do not need to register for an account just install the software. You only need to install the software once. For other devices you should just be taken direct to the meeting.

Joining a meeting

Click on the link provided on the agenda above and follow the instructions on screen. If you are using a telephone, dial the Zoom number provided above and follow the instructions. (**Note:** if you are using a landline the call will cost up to 13p per minute and from a mobile between 3p and 55p if the number is not covered by your inclusive minutes.)

You will be placed in a waiting room, when the meeting starts the meeting Host will admit you. Please note if there are technical issues this might not be at the start time given on the agenda.

Upon entry you will be muted and your video switched off so that only the meeting participants can been seen. When you join the meeting the Host will unmute your microphone, ask you to confirm your name and update your name as either public or press. Select gallery view if you want see all the participants.

If you have joined the meeting via telephone, your telephone number will appear on screen and will be displayed for all to see until the Host has confirmed your name and then they will rename your telephone number to either public or press.

Speaking at a Meeting

If you are registered to speak at the meeting and when it is your turn to address the Meeting, the Chairman will invite you to speak giving the Host the instruction to unmute your microphone and switch your video on (where appropriate) therefore please pause for a couple of seconds to ensure your microphone is on.

Upon the conclusion of your speech/time limit, the Host will mute your microphone and turn off your video.

Meeting Etiquette for Registered Speakers – things to consider when speaking at public meetings on video:

- Background – the meeting is public and people will be able to see what is behind you therefore consider what you will have on display behind you.
- Camera angle – sit front on, upright with the device in front of

you.
- Who else is in the room – make sure you are in a position where nobody will enter the camera shot who doesn't want to appear in the public meeting.
- Background noise – try where possible to minimise background noise.
- Aim to join the meeting 15 minutes before it is due to start.

A Council fit for the future

Anne-Marie Bond - Interim Chief Executive of Torbay Council

Matt Fairclough-Kay – Interim Assistant Director Corporate Services

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Council Redesign Programme overview

OUR PEOPLE
Agile workforce
Healthy workforce
Motivated workforce

OUR PRINCIPLES

Reduce demand through prevention & innovation
Integrated & joined up approach
Enable our communities
Using resources to best effect

ONE COUNCIL WORKING FOR ALL TORBAY

Adaptable
People orientated
Forward thinking
Integrity

OUR VALUES

OUR ORGANISATION
Our offer
Our gateway
Our system
Our performance

OUR COMMUNITIES
Engaging
Enabling
Influencing

COMMERCIAL APPROACH
CULTURAL CHANGE
COMMERCIAL APPROACH
CULTURAL CHANGE
CULTURAL CHANGE
COMMERCIAL APPROACH

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Programme Recap:

- Overarching objective of the Programme;
  - *To modernise, simplify and standardise how we work so we can support the communities of Torbay and build a resilient council fit for the future*

- Programme made up of 4 key projects;
  - Our Communities
  - Our Organisation
  - Our People
  - NEW – Future Ways of Working

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Project Aims:

Our Communities:
Reconnecting with, and enabling and empowering, our communities.
- Engaging
- Enabling
- Influencing

Our People:
Be an organisation that our people are proud of.
- Agile and high performing
- Motivated and engaged

Our Organisation:
We will put our customers at the centre of our organisation
- Our Gateway
- Our System
- Our Offer
- Our Performance

NEW - Future Ways of Working:
Supporting the transition to a safe and different way of working for our staff post Covid.

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Programme Update January – December 2021:

January – March 2021:

- By the start of the next financial year we will:
  - have Operational Performance Dashboards in place to manage our performance.
  - have completed the rollout of **Microsoft 365** in the pilot areas.
  - have protocols, procedures and toolkits around community collaboration.
  - have finalised **Service Business Plans** that contribute to the achievement of the Council's priorities.

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Programme Update January – December 2021:

April 2021:

- We will implement a refreshed common approach to **customer service** that builds trust between the council and our communities.

- We will complete roll out of a new process for assessing the risks when working on computers, laptops, tablets and other **display screen equipment** (DSE). This will help people reduce DSE risks through preventive action as well as resolving any issues that have arisen.

- We will start rolling out **Microsoft 365** more widely, prioritising business areas based on need and complexity.

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Programme Update January – December 2021:

July – September 2021

- We will identify a preferred bidder, following a full procurement and tender process, for a new **Customer Relationship Management (CRM)** system. A CRM system is an effective and efficient tool which provides an interface with customers across several delivery channels (face to face, telephone, websites, texts and email).

- We will have a fully implemented **People Strategy**, which will include an **Organisational Development Plan**, to help us align our ambitions and objectives with our workforce.

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Programme Update January – December 2021:

October – December 2021:

- We will have moved everyone onto **Microsoft 365**, enabling people to collaborate both within the council and with partner organisations.
- We will have completed working with colleagues on **business process mapping** the organisation.
- The appointed CRM system supplier will start their implementation plan for a go-live in early 2022.

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Review of Council Redesign Programme and Accessibility

Draft Scope, Feedback and Findings

Overview & Scrutiny

Confidence in your Council

Scope	Timescales

• The purpose of the review is to ensure the Council's Redesign Programme results in services that are accessible to all, this review will focus on the following key projects:
 	
   • **Our Communities** – we will reconnect with and enable and empower our communities; through enabling, engaging and influencing; and
 	
   • **Our Organisation** - we will put our customers at the centre of our organisation; through our Gateway, our System, our Offer and our Performance.
 	
• This review will form part of the assurance process for the Council Redesign Programme – testing whether the aims and objectives of the review are being met with a focus on inclusivity, in particular digital inclusivity.
	• See further details below.

Methodology Initial consideration at Overview and Scrutiny Board - complete. Task-and-finish group to be established to receive briefing notes and information arising from Call for Evidence (various dates). Overview and Scrutiny Board in (date to be confirmed) for final agreement of recommendations for presentation to Cabinet and/or Council.	**Communications and Engagement** • Initial call for evidence – social media/website • Response to questions and posts by Leads/Members • Follow up posts – taking on board feedback • Direct emails to (staff, partners, voluntary and community groups) • Invites to meetings (various) • Publication of final report (date to be confirmed)

Information required	Membership of Task-and-Finish Group
- As set out against each meeting below: - Overall update report on the current position in relation to the Council Redesign Programme. - Timeline for future decision points. - Supporting documents for Customer Relationship Management (CRM) system: - Data on current customer interactions. - Feedback on customer contact previous gathered. - Customer Care Standards. - Action Plan for delivery of the Community Engagement and Empowerment Strategy.	Councillor Mandy Darling (Chair of the Group) and Councillors Atiya-Alla, Barnby, Barrand, Brown, Foster, Kennedy, Chris Lewis, Loxton, Mills and O'Dwyer **Support Officer:** Teresa Buckley

Meeting/Milestone	Action	Information Required	Key Lines of Enquiry
Overview and Scrutiny Board	Establish review of Council Redesign Programme and Accessibility		
Task and Finish Group (Meeting 1) - 20 January 2021	Outline agreement of scope of the review	• Draft Scope	
Task and Finish Group (Meeting 2) – date 4 March 2021	• To receive an update on the Council Redesign Programme, particularly the Our Communities and Our Organisation projects and the timescales for implementation (this will help to inform the timetable for the review) – Anne-Marie Bond/Matt	• Overall update report on the current position in relation to the Council Redesign Programme. • Timeline for future decision points. • Draft Scope.	• How does the Council intend to engage and consult with the community prior to making changes this year and what input can the community have into this process? • How does this link to the One Public Estate and the aim to have all public services together? • What benchmarking has been used to learn from good practice elsewhere?

Meeting/Milestone	Action	Information Required	Key Lines of Enquiry
	Fairclough-Kay/Kate Spencer/Councillor Carter. • Agreement of further Key Lines of Enquiry and future decision points around which members wish to seek assurance.		

Task and Finish Group (Meeting 3) – date tbc	• To ensure that future customer interactions with the Council are as effective and efficient as possible.
	• To test the plans for customer relationship management against the data – qualitative and quantitative – on our current customer services feedback.
	
	(Arising from this meeting, the Task-and-Finish Group will have identified "gaps" in the customer services feedback which they can test at Meeting 4 with the community and voluntary sector groups.)
		• Review of supporting documents:
		  o Data on current customer interactions.
		  o Feedback on customer contact previous gathered.
		  o Customer Care Standards.
			• What is the customer relationship management system and how will we ensure that this offers the best value for money and most effective interface for our customers?
			
			• How does the Council intend to provide services to those who are digitally excluded?
			
			• How long will it take for the new customer relationship management system to be operational?
			
			• What action is being taken in the meantime to ensure that the website is easy to use and accessible to all – e.g. removing jargon, simplifying the navigation, use of Plain English?
			
			• Has an online chat service or call back service been considered as an effective way to communicate with customers in real time?

Meeting/Milestone	Action	Information Required	Key Lines of Enquiry
			• Will the programme improve face to face contact for those who need it? • How can we make it easier for the public to contact the Council? • How has feedback from members of staff been used to inform the implementation of the CRM system?
Task and Finish Group (Meeting 4) - date tbc	• To engage with key community and voluntary organisations to hear their views on customer service, the proposals for Council redesign, how this could be improved and how they can help us to support the community to receive the Council services and support they need - various	• Invitees to include: Citizens Advice Bureau, Torbay Community Development Trust, Age UK, SPOT, Eat that Frog, Torbay Youth Trust.	•
Task and Finish Group (Meeting 4) – date tbc	• To test how the Council's Community Engagement and Empowerment Strategy is being implemented	• Action Plan for delivery of the Community Engagement and Empowerment Strategy.	• How can we encourage people to communicate and engage with the Council? • The Council is developing an Engagement and Empowerment Strategy how will it ensure that this is implemented and embedded within the Council Redesign Programme?
Additional meetings/milestones to be confirmed			

Meeting/Milestone	Action	Information Required	Key Lines of Enquiry
Overview and Scrutiny Board – (enter date)	Agreement of final report to Cabinet/Council		

Issues Arising	Recommendations