

**BOROUGH OF TELFORD & WREKIN**

**CABINET – 26 JANUARY 2012**

**CO-OPERATIVE COUNCIL – 6 MONTHS ON**

**REPORT OF THE MANAGING DIRECTOR**

**1. PURPOSE**

- 1.1 To update Members on the steps towards becoming a Co-operative Council and to set out a proposed programme of work to further develop and embed co-operative working across the Council.

**2. RECOMMENDATIONS**

- 2.1 **That Cabinet approves the proposed work programme set out in Section 5 of this report; and**
- 2.2 **Cabinet delegates authority to the Managing Director, in consultation with the Lead Cabinet Member for the Environment, Co-operative Council & Partnerships, to take all steps necessary or appropriate to implement the work programme set out in section 5 of this report and to deliver the proposed Adopter Programme as set out at Appendix 2.**

**3. BACKGROUND**

- 3.1 The Council has made a clear commitment to become a Co-operative Council. We were the first Council in the West Midlands to make this commitment and we are founder members of the Co-operative Council Network ([www.councils.coop](http://www.councils.coop)), which includes 17 councils and opposition groups. The network meets regularly to share best practice and ideas. Since declaring ourselves as a Co-operative Council, Stoke on Trent City Council has declared itself as a Co-operative Council, with interest also being expressed from councillors in other West Midlands councils.
- 3.2 Being a Co-operative Council is about working together with our residents, partners and other local organisations to collectively deliver the best we can with the resources available. It also involves encouraging and enabling residents and customers of the Council to be more than passive recipients of services, be active in shaping the future, making decisions and working with the council to provide best value for tax payers and service users.
- 3.3 To achieve this, we are focused on building a new partnership between local people and the Council where power and responsibility are more balanced. We also want the Council to use this principle when working with the private sector, Parish and Town Councils, other public bodies and agencies and third sector organisations.

- 3.4 An initial programme of work was agreed by Cabinet on 26 July 2011. Section 4 summarises progress to date. Our first step to becoming a Co-operative Council has been to deliver a range of Early Adopter projects that put co-operative working into practice. These are tangible first steps, where in a relatively short period of time in a tough economic environment and reducing council budgets, the adopters provide examples of a co-operative council in action.
- 3.5 Our other main priority has been to establish two Commissions; the Co-operative Commission involving community and business leaders and residents, and an internal Employee Commission. By establishing these Commissions, we are recognising that the Council does not have all the solutions to all of the issues within the Council and that we need to involve others in developing our approach to becoming a Co-operative Council. All political groups within the Council were offered a place on the external Co-operative Council.
- 3.6 The ethos of the internal Employee Commission is that it is open to all and is employee-led, offering a new way for employees to get involved in shaping their own organisation. This opportunity has been well-received with over 80 employees joining the Commission so far.
- 3.7 In November 2011, Cabinet approved a senior management and organisational review, which described how we will become more co-operative by:
- Bringing more public services together so that people get what they need at the right place and the right time;
  - Involving local people and our employees more in planning and running services; and
  - As a Council, supporting our community better and encouraging people to do more to help their own communities.
- 3.8 This report also highlighted the need to have a clear sense of the way that we want to be as an organisation, as well as what we want to achieve. We are currently linking in with members of the Co-operative Commission who are developing a set of co-operative values that they would like to see adopted by the Council and promoted across the Borough. We will clearly be informed by this work but our initial ideas about the values the Council should be aiming for include:
- Open, fair, honest, decisive and accountable;
  - Treating people with dignity and respect;
  - Collaborative – across the Council and the Borough;
  - Meaning and doing what we say;
  - Being innovative and supporting managed risk-taking;
  - Empowering;
  - Inclusive, approachable and friendly;
  - Communicating, consulting and listening;

- Always conscious that we are responsible for public money; and
- Promoting the need for a healthy work-life balance.

3.9 Six months on, we now want to take stock of what has been achieved to date and set out a proposed way forward. The work programme in Section 5 supports the vision set out in the Sustainable Community Strategy for Telford & Wrekin to be a 'successful, prosperous and healthy community which offers a good quality of life for the people of Telford & Wrekin' and the Council has had regard to the Secretary of State's guidance regarding Section 2 of the Local Government Act 2000 in developing the proposals in this report.

## **4. PROGRESS UPDATE**

### **4.1 Early Adopter Programme**

4.1.1 Our first step to becoming a Co-operative Council was to identify a number of practical Early Adopter projects to put co-operative working into action. Appendix 1 summarises progress to date.

4.1.2 Achievements include:

- Working co-operatively with the Primary Care Trust, we have launched a Health Hub at Civic Offices First Point so that First Point customers can now also access a range of health services;
- Working co-operatively with TCAT, we have opened a new Employability Centre at Meeting Point House offering a full programme of training and advice sessions to help young people and adults back into employment, education and training;
- In Brookside, a pilot ward for co-operative working, we are working alongside local residents, partners, members and the Parish Council to deal with some immediate issues in this area, such as improving street lighting and an environmental clean-up involving Community Payback;
- Over 3,000 people have taken part in an extensive programme of community engagement and the results of this have been used to develop a new vision and priorities for the Borough and to inform the Council's budget strategy;
- A new package of flexible employment options for employees has been launched that will benefit both the Council and employees;
- A new Schools Learning Partnership has been launched to help improve educational attainment. The Partnership is working co-operatively with the Council to develop school to school support, including development of each of the subjects in the curriculum, staff training opportunities and leadership ;

- We have taken the first steps to bringing Dawley Town Hall back into community use by completing an initial feasibility study and securing a commitment from a number of partners to being involved in the future management of the Town Hall;
- We have launched 'Your Money, Your Projects'. A pot of money totalling £54,000 has been allocated to this project and our 54 ward members have each been allocated £1000. 'Your Money, Your Projects' encourages much greater engagement between ward members and local residents about how money is spent than under previous schemes. Residents have put forward proposals for how this money could be spent and over 106 proposals have been received so far.

4.1.3 We have also launched a new residents' publication Your Voice, which will be sent to every home in the Borough quarterly. This will be used to support consultation on key Borough-wide issues, wherever possible including feedback forms, underlining the commitment as a co-operative council to consult with residents on such issues as widely as possible. The first edition for example has sought residents' views on options for Council Tax as part of the budget consultation. Your Voice is also seeking joint funding from partners further showing how the Council is working together with other organisations to achieve the best services and value for Borough.

## 4.2 **Co-operative Commission**

4.2.1 The Co-operative Commission was established to involve community and business leaders in developing our approach to becoming a Co-operative Council – to draw on the wide range of skills and expertise that exists in the Borough and to bring a fresh, independent and challenging perspective to how we do things.

4.2.2 The first Assembly of the Co-operative Commission met on 15 September 2011 with over 60 people attending. Its primary objective was to identify a small number of themes against which working groups of Commissioners would develop recommendations to improve and establish new ways of working based on co-operative principles. These recommendations will need to be legal, affordable and where appropriate 'equalities impact assessed'.

4.2.3 Commissioners were able to set their own agenda - the 5 priority themes identified were:

- Employment, skills and the economy;
- Procurement;
- Co-operative values and communication;
- Volunteering;
- Image of Telford & Wrekin.

4.2.4 Commissioners chose which of the themed groups they wished to participate in – not all Commissioners chose to participate and a number are working on more than one group. Organised and facilitated by Council officers, each of the 5 working groups have now met twice. At the first meeting, Commissioners identified the main areas to be considered and evidence they wished to explore. The second meetings have now taken place and for most groups have started to develop their recommendations.

4.2.5 We have also been working in partnership with Rights & Fairness Telford (RAFT) to establish a Commission Community Forum. The purpose of the forum is to enable residents to input their views and thoughts into the working groups and to comment on the final recommendations of the working groups. The first meeting of the Forum took place on 15 December 2011 and was attended by around 50 local residents and representatives from local groups.

### 4.3 **Employee Commission**

4.3.1 The first Employee Commission meeting was held on 14 October 2011. As with the Co-operative Commission, those attending set their own agenda and identified a range of interesting ideas that could help the Council to work more co-operatively. The Commission prioritised five main themes that they wanted to initially focus on. These were:

- Employee volunteering;
- Financial management;
- Internal communications and engagement;
- Social responsibility;
- Skills planning and development.

4.3.2 The Employee Commission is being led and overseen by Councillor Rae Evans. Employee working groups have been set up for each theme and are meeting regularly to discuss ideas and develop their recommendations. The full Employee Commission met for a second time on 12 December 2011 so that all involved could get an update on progress and emerging recommendations from a representative of each of the five working groups.

## 5. **WAY FORWARD - PROPOSED WORK PROGRAMME**

5.1 The proposed future Co-operative Council Programme includes 6 main work-streams:

- Adopter Programme;
- Co-operative Commission;
- Employee Commission;
- Working in partnership;

- Strengthening relationships with the community;
- Making the change.

## 5.2 **Adopter Programme (lead: Policy Manager)**

5.2.1 Building on the practical co-operative projects that have already been delivered or that are in progress, we are proposing to continue with a second phase Adopter Programme. This will include a number of ongoing Early Adopter projects along with a combination of new reviews and projects.

5.2.2 The Adopter Programme will be developed based on the following principles:

- There will be at least one review or project in each service area (based on proposed new service areas);
- Reviews/projects will be clearly linked to the Council's emerging priorities;
- Reviews/projects will take account of the Council's service and financial planning process and budget position.

5.2.3 This second phase of work will include a number of short, targeted reviews that will consider:

- What need/demand is there for the service?
- Who should run/provide the service? (to include a review of a range of different service delivery options)
- If the Council is the best option, how could we involve others more in planning and running the service?

5.2.4 Appendix 2 summarises the initial proposals for inclusion in the Adopter Programme along with proposed next steps.

## 5.3 **Co-operative Commission (lead: Delivery and Planning Manager)**

5.3.1 Working groups have been asked to finalise their recommendations by w/c 13 February 2012. The full Assembly of the Co-operative Commission will meet on 2 March 2012 to consider the working group reports and agree the recommendations to be made to Cabinet.

5.3.2 The Commission's recommendations will be reviewed by the Cabinet on 29 March 2012, who will decide which recommendations can be implemented immediately and which require a further period of consultation. There will be a progress report to Cabinet in May 2012 with a report to full Council in June 2012. Once agreed, recommendations will be incorporated into the Council Plan.

#### **5.4 Employee Commission (lead: Organisational Improvement Manager)**

5.4.1 The next step for the Employee Commission will be to carry out a co-ordinated consultation exercise. This will be via an employee survey, which will be launched on 17 January 2012, to seek the views of all employees to help the working groups develop their recommendations.

5.4.2 The working groups will consider the feedback from the employee survey and where appropriate update their proposals, which will then be reviewed by the Employee Commission in February 2012 before being reported to Cabinet on 29 March 2012. We will then need to develop an implementation plan for recommendations that are taken forward.

#### **5.5 Working in Partnership (lead: Delivery and Planning Manager)**

5.5.1 To support the development of the Co-operative Council, we will work with other organisations in the Borough to refocus partnership working. A proposed new partnership framework is shown in Appendix 3. The framework includes four main elements:

- Boards – will develop the strategic direction and a high-level plan for a defined agenda, such as Children and Families or Environment and Transport;
- Delivery Functions – will take forward the priority actions identified by the Boards' plans. These will include 'Co-operative Neighbourhood Delivery Groups' that will work at a community level and 'Task Forces' that will be set up to address specific problems, such as families with complex needs;
- Engagement Partnerships & Forums (including the Co-operative Commission) – will seek the views of key partners to inform priorities and plans;
- Local Strategic Partnership Executive – will ensure that partnership working is fit for purpose, review the work of the Boards and in particular will oversee the delivery of the Community Strategy (the short to medium-term delivery plan for the Borough's vision).

5.5.2 Key aspects of this framework are already in place including the LSP Executive, Children & Families Board and Health & Wellbeing Board albeit at different stages of development. We expect to have completed this review and implementation by the end of 2012. Exact timing will be dependent on agreement of strategic priorities as part of Service & Financial Planning and the development of a new Vision.

5.6 **Strengthening Relationships with the Community (lead: Community Engagement Equalities and Action Manager)**

- 5.6.1 To help strengthen our relationship with local people and organisations, we will develop a new overarching Settlement in conjunction with the community. The Settlement will be based on the co-operative values that are currently being developed by the Co-operative Commission (to be considered by Cabinet on 29 March 2012). The Settlement will set out what the Council will do and what we would like the community to do to put the agreed co-operative values into practice.
- 5.6.2 Our three existing agreements with the community, the Parish Charter, the Customer Charter and the Voluntary Sector Compact, will be updated to reflect the over-arching Settlement once agreed. These agreements will set out in greater detail how we will work with Town and Parish Councils, service users and the Voluntary and Community Sector.
- 5.6.3 A particular priority will be to incorporate a number of new service pledges into an updated 'Customer Charter'. Rather than the Council deciding which pledges to make, we will develop the pledges alongside local people, based on the services that are most important to them. This approach will also mean that pledges will be two-way – clearly setting out what both the Council and the community can and will do to deliver the pledge.
- 5.6.4 It is proposed to develop this piece of work with input from the Employee Commission's Social Responsibility sub-group. The Community Engagement and Equalities Manager will work with the group to scope this piece of work.

5.7 **Making the Change (leads: various)**

- 5.7.1 Becoming a Co-operative Council and delivering the other work-streams will depend on changing the culture and working in new ways across all services. Key to making the change will be:
- **Communication (leads: Communications Manager/Organisational Improvement Manager)** – communication is a key area that we need to continue to focus on. Internally, we have run a number of open meetings for employees and managers and put regular updates in the daily updates and e-news for employees and members. We have also set up a Co-operative Council Intranet page, email address and a Share-point collaborative working site where members of the Employee Commission and the five working groups can exchange information. Quick links have been added to the Members Information Point (MIP) to ensure that members can access this information from their Share-point site.

We have also set up dedicated Co-operative Council pages on the Council's Website, incorporated Co-operative Council into the Council's visual identity and actively promoted the Co-operative Commission and Early Adopter projects as they are delivered.

However, it is clear that Co-operative Council is a challenging concept to communicate. We therefore plan to continue to step-up the communication campaign as more schemes begin to give residents, employees and other groups a better understanding of what being a Co-operative Council means, the difference it makes and how they can get involved. This will include:

- Meeting with individual teams to talk directly to employees about how 'Co-operative Council' applies to them and their service (rolling programme, prioritising front-line services that have completed their restructures);
  - Raising residents' awareness through an in-depth feature on the Co-operative Council in the Council's new magazine (January 2012);
  - Promoting the work and findings of the Employee and Co-operative Commissions as they begin to report back and telling local people and employees how they can have their say on the Commissions' proposals (March 2012);
  - Running a co-operative awards event to coincide with 'Co-operative Fortnight' to celebrate 2012 being the International Year of Co-operatives – an opportunity to promote our co-operative values and promote examples of co-operative working across the Borough (June 2012);
  - Continuing to provide regular updates for residents, employees, members (using the Members Information Point) and other groups and promoting Co-operative Council events internally by including them in the Corporate Diary (ongoing).
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- **Skills development (lead: various)** - workforce planning sessions have been taking place with Service Delivery Areas following restructuring over the last six months to establish their workforce needs for the future and how restructuring has changed these. The Workforce Strategy will be based on these findings together with the needs of being a Co-operative Council. A draft workforce strategy will be prepared by the end of March 2012 and will be kept under review to ensure that emerging themes and priorities are addressed. We will also launch a 'Be Your Own Boss' scheme for employees, particularly those at risk of redundancy, who are interested in setting up their own business (with an emphasis on social enterprise). The scheme will include an initial business start-up course followed by ongoing support from a trained business advisor.
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- **Making co-operative working the 'day job' (lead: Delivery and Planning Manager)** – whilst the Adopter Programme will include at least one major review or initiative in each service area, it is also important

that those working in services that are not directly involved in this are also starting to think about how they can work more co-operatively on a day to day, smaller-scale basis, for example how could employees and service users be more involved in planning the service? To support this, we will ask all services to identify how they could work more co-operatively as part of the service planning process. We will also ask the Employee Commission to consider how employees can be involved in this, for example by having co-operative champions within each service area.

- **Leadership (lead: Managing Director)** – the Managing Director will be the Programme Sponsor. The lead Cabinet member will be the Cabinet Member for the Environment, Co-operative Council and Partnerships, supported by Councillor Rae Evans who will continue to lead and oversee the Employee Commission.

As set out in the recent organisational review, we are also proposing to bring together a dedicated, central Co-operative Council Delivery Unit. The unit will incorporate 4 teams, all of which have key roles to play in the transition to becoming a Co-operative Council and in the longer-term, a Co-operative Borough. The teams are:

- Delivery & Planning – focusing on developing a new vision and priorities, overseeing service planning and performance management, gathering intelligence and developing partnership working, including through the Co-operative Commission ;
- Community Engagement, Equality & Action – focusing on community engagement and involvement, developing relationships and co-operative working with Town and Parish Councils and the Voluntary and Community Sector, promoting volunteering and civic participation and carrying out targeted work with local communities to help ‘narrow the gap’, including through the Poverty Taskforce;
- Communications – focusing on proactive, priority-led communication and marketing of the Council and its services;
- Policy – focusing on developing our approach to becoming a Co-operative Council/Borough, overall project management and co-ordination of Co-operative Council work-streams and supporting policy/strategy development Council-wide, particularly the Service & Financial Planning Strategy.

The managers of these teams will report directly to the Managing Director to reflect the need for co-operative working to be embedded right across the Council.

As well as keeping an overview of progress against the work programme, the Senior Management Team will play a lead role in shaping how our approach should be further developed. To inform this thinking, we are

proposing to run a 'co-operative future' event (May 2012) for managers, team leaders, and members of the Employee Commission to come along and share their ideas with SMT about how they would like to see us move forward as a Co-operative Council.

## 6. OTHER IMPLICATIONS

Community Impact	Yes	A Commission Community Forum has been set up by Rights & Fairness Telford (RAFT) which will play a key role in helping to assess the impact of the Co-operative Commission's recommendations on different groups within the community. The development of the Co-operative Settlement and initiatives within the Adopter Programme will be subject to equalities impact assessments as they are developed.
Financial & Value for Money Impact	Yes	The proposed Service & Financial Planning Strategy for 2012/13 to 2014/15 was presented to Cabinet on the 22 December and is now in a consultation period with final decisions due to be taken at Council on 1 <sup>st</sup> March 2012. The strategy is set in the context of severe financial pressures facing the Council, including significant reductions in Central Government funding, service pressures due to the difficult economic climate which is having an impact on the community, in particular demands in Adults and Children's social care, and uncertainties around future funding levels with changes to both the local government finance system and the Welfare system being on the horizon. A clear priority identified in the strategy is being a Co-operative Council, working with residents, partners and local organisations to collectively deliver services to the area within the resources available. This report highlights six main work streams which will result in recommendations to further develop co-operative working. There is a small co-operative council budget of £15k, intended to be used to pump-prime monies for community projects which was approved by Full Council as part of the 100 day budget in November 2011. Given the financial constraints, the scope for any additional investment is very limited and it is important that any financial implications are identified and considered when individual recommendations are made prior to approval. The Co-operative Council delivery programme also includes undertaking a number of reviews which will explore whether services can be delivered more

		cost effectively which may deliver savings in the future.
Legal Issues	Yes	Under Section 2 of the Local Government Act 2000, the Council has the power to do anything which they consider is likely to achieve the promotion or improvement of any one or more of the economic, social or environmental wellbeing of the area. In deciding whether to exercise this power the Council must have regard to its sustainable community strategy and also have regard to the guidance issued by the Secretary of State regarding the use of the power. Paragraph 3.9 of this report sets out how the Council has had regard to both the Sustainable Community Strategy and the Secretary of State's guidance in developing the proposals in this report. Legal Services will be involved throughout the implementation of these proposals and all necessary legal arrangements such as property documentation or partnership agreements will be put in place.
Other impacts, risks and opportunities	Yes	The ongoing programme of work will be evaluated to ensure risks are identified and managed and any associated opportunities are maximised. Mainstreaming the cooperative values and ways of working throughout the authority amongst officers and members remains key to becoming a Co-operative Council.
Environmental	Yes	Actions already underway as part of the Brookside pilot are delivering environmental improvements including a programme of work to clean up the estate and the planned programme of shrub bed rationalisation. The planned investment into physical regeneration of Brookside local centre will deliver further environmental improvements addressing residents concerns. Other initiatives will be assessed for environmental impacts as the proposals are developed
Impact on specific wards	Yes	Borough-wide impact.

## **7. PREVIOUS MINUTES**

7.1 Minute number CB23-26 July 2011

## **8. BACKGROUND PAPERS**

8.1 None.

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## **APPENDIX 1 - EARLY ADOPTER PROGRAMME (summary of performance)**

### Some key achievements:

- Working with the PCT, a health hub has been launched at Civic Offices First Point for customers to access a range of health services in one location.
- Opened a Telford Employability Centre with a full programme of activities, including work clubs, benefits advice and employability qualifications.
- Launched 'Your Money, Your Projects'. A pot of money totalling £54,000 has been allocated to this project and our 54 ward members have each been allocated £1000. Residents have put forward proposals for how this money could be spent and these have been evaluated, with over 106 proposals received to date. Some examples of schemes that will benefit from this include:
  - Churncote Environment Improvement Group in Stirchley (where money will be used to fund lasting landscaping improvements to the local environment in Churncote, while enhancing the area's visual outlook);
  - Children's activities across the Priorslee ward (to include multi-sports, street sports, holiday activities and dance mats for the after school club);
  - Lawley and Overdale Parish (where money will support the creation of a history trail highlighting 23 local historic sites across a three mile circular walk).
- Work has begun on a co-operative working pilot in Brookside – an action plan has been developed and some of the actions that have been delivered or commenced so far include a 'Big Bang' event to launch the project, improvements to street lighting, a programme of work to clean up the estate (being delivered by Community Payback) and funding bids are being prepared to develop a Family Support Group and Substance Misuse mentoring project.
- An initial feasibility study has been produced and a number of partners have made a commitment to being involved in the future management of the Dawley Town Hall.
- Carried out an extensive range of consultation to inform the Council's budget and a new vision and priorities for the Borough over the summer. Over 3000 people took part. This included a budget review survey which closed on 30<sup>th</sup> September, and the launch of a Suggestion Box and Budget Calculator on the Council's website. Face to face engagement also took place at locations across the borough making it easier for residents to take part and have their say.
- A 'cost challenge' pilot was carried out in the Corporate Core to involve employees in identifying additional savings. A number of suggestions were put forward and when considered by managers an additional £3050 worth of savings were put forward. Feedback from participants was very positive – they thought it was a worthwhile exercise to take part in as it was informative and helped them better understand the savings process.

- We have put in place a package of new flexible employment options that will benefit both the Council and employees. These include the chance to reduce working hours, purchase additional annual leave, take unpaid leave or sabbatical or change working hours. All options are subject to service needs and cover.
- Community Panel – following a promotional campaign, 317 new members have been recruited, with more targeted recruitment in process.
- An online consultation portal has been launched on the Council's website for customers to directly access information on consultation. Users will be able to register for updates on consultations, view findings from previous consultations and find out what the Council has done as a result of public consultation.
- National Volunteers Week – ran a campaign to create awareness and promote the benefits of becoming a volunteer, also showing our appreciation to those that are already getting involved. Since then we have set up Volunteer Steering Group that will develop proposals for implementing an employee volunteer scheme at the Council.
- A new Schools Learning Partnership was launched at the end of September – open to all academies, community and trust schools in the secondary sector. The partnership will establish operational groups consisting of head-teachers, alongside the Local Authority, to establish and develop school to school support, including development of each of the subjects in the curriculum, staff training opportunities and leadership.
- A 'Co-operative Youth Offer' has been developed to improve opportunities for all young people in the borough, particularly those who are most disadvantaged and vulnerable. The provision will help them to develop their social and personal skills whilst building relationships and exploring issues affecting them.

a) Joining up Services

Early Adopter	Target Delivery Date	Lead Officer	Progress	Comments
In partnership with the Primary Care Trust, launch a 'Health Hub' in the Civic Offices First Point to enable First Point customers to access a range of health services and council services in one location	Phase 1 – End of July 2011	Andrew Meredith	Complete	The health hub was set up earlier this year as a pilot scheme funded by the PCT. Full lifestyle screenings are available to our customers and in some cases referrals are then made to the lifestyle risk management service where further medical advice is provided. We have been advised that the funding for this project has now been extended for another year (until March 2013).
Set up a direct email account and single direct line to Wrekin Housing Trust for Telford & Wrekin Councillors so that they can report issues on behalf of residents in their wards	End of July 2011	Andrew Meredith	In progress	Following the launch in September, we are now liaising with Councillors to assess how well this system is working.
Establish Telford Employability Partnership (Council, Telford College of Arts and Technology, Job Centre+ and other training providers supporting unemployed and at risk of redundancy) to provide information, advice and support to help young people and adults into employment, education and training, including outreach in the most disadvantaged communities	Launch 31 October 2011	Corin Crane	In progress	The Telford Employability Centre opened on 21 November at Meeting Point House. A full programme of activities are provided by the Council, TCAT and Next Step, including work clubs, benefits advice and employability qualifications. The programme also includes intergenerational sessions to work with different generations of the same family to try to break the cycle of unemployment. Some new courses are planned to start in February and we will hold an open day for potential learners on 31 January 2012. We are planning a more formal launch of the scheme in February 2012.

**b) Involving the community in planning services**

Early Adopter	Target Delivery Date	Lead Officer	Progress	Comments
Launch a new approach to the Community Fund with a greater role for ward councillors and Parish Councils	New approach agreed 21 June 2011	Rachael Jones	Complete	<p>Your Money, Your Projects was launched on 22 July following a briefing session with ward members. A pot of £54,000 has been allocated and our 54 ward members have each been allocated £1000.</p> <p>The proposals have been evaluated, with over 106 proposals being received from Ward Members to date.</p>
Set up a facility on the Council's Website for people to submit their savings suggestions (Suggestion Box)	1 July 2011	Fliss Mercer	Complete	<p>A new online tool was launched on the Council's website in July to allow local people to submit ideas on how they think the Council could save money or do things differently and more efficiently.</p> <p>This was promoted throughout the summer and at engagement events across the borough – to date we have received over 700 suggestions. These are now being assessed by Heads of Service to determine whether they could be adopted by the Council or not and we are working on a feedback campaign that will respond to all the suggestions indicating either:</p> <ul style="list-style-type: none"> <li>• That the ideas are being explored with a view to implementing them;</li> <li>• That the ideas have been implemented, or</li> <li>• That we cannot implement the ideas (stating the reasons for this)</li> </ul> <p>We started to publish responses in December 2011 and we will continue to do this over the next few months.</p>

Involve people in budget development through a new online 'budget calculator'	Launch 27 July 2011	Fliss Mercer	Complete	<p>The Budget Calculator went live on schedule and was an online tool that allowed people to have a go at balancing the Council's budget against their own priorities, seeing the impact these changes had on Council Tax levels and possible changes to service delivery.</p> <p>This was a much more detailed consultation, requiring more time and thought to complete and was available to use until mid November.</p> <p>In total we received approximately 100 responses and the key messages have been reported to our Senior Management Team and Cabinet Members to consider when developing the Council's Budget Strategy for 12/13.</p>
Re-launch the Community Panel and run a campaign to recruit new members	Impact to be reviewed Sept 11	Andy Challenor	Complete	<p>Since April we have recruited an additional 317 members to the Community Panel, and have begun to monitor additional characteristics to ensure the panel is representative of the local population.</p> <p>This has led to a more targeted recruitment exercise to ensure that membership is as representative as possible.</p>
Carry out a programme of engagement with the whole community to develop a new vision and set of priorities for the Borough	Draft Vision by mid Nov 2011	Andy Challenor	Complete	<p>The Shaping the Future consultation programme was completed at the end of September 2011. Approximately 3,000 people took part in the consultation and we received valuable feedback from residents. Cabinet are currently considering and using the results of the consultation to develop a new vision and priorities for the borough.</p>
Develop a single access point for all engagement activities so that people can go to one place to find out how they can get involved	Portal populated/ promoted by Nov 11	Andy Challenor	Complete	<p>The consultation portal is now live on the Council's website and will continue to develop. Users are able to directly access any appropriate consultation online and will also be able to register for consultation updates. Importantly, findings of consultation will also be published which will include what the Council has done as a result of public feedback.</p>

**c) Supporting employees, local people and organisations to organise and run services differently**

Early Adopter	Target Delivery Date	Lead Officer	Progress	Comments
<p>Pilot ward for co-operative service delivery (Brookside) – building upon previous community engagement within the area to work with local residents, community groups, the Parish Council, and ward members to review Council-run facilities and services. The aim will be to identify if these services could be redesigned or delivered differently to better meet the needs of local people</p>	<p>Agree action plan – early October 2011</p>	<p>Rachael Jones</p>	<p>In progress</p>	<p>Initial work on the pilot involved identifying the key services, assets, facilities and partnerships within the area. A detailed needs analysis has also been completed along with a Ward Profile. This information has been used to identify some key opportunities and challenges within the area.</p> <p>A steering group comprising of a range of agencies, Elected Members, Residents and the Parish Council has been established, and the group has developed a '60 day' action plan to address some of the initial issues identified. Actions that have been delivered or commenced so far include:</p> <ul style="list-style-type: none"> <li>- Brookside Big Bang event to launch the project – residents were asked how they could be involved in the project and a number volunteers put themselves forward to be involved in community projects including a family group, toy library and community garden</li> <li>- Improvements to street lighting</li> <li>- Programme of work to clean up the estate being delivered by Community Payback</li> <li>- Consultation on the planned programme of shrub bed rationalisation</li> <li>- Funding bids being prepared to develop a Family Support Group and Substance Misuse mentoring project</li> <li>- Dedicated 'Brookside Community Notice Board' Facebook page has been established</li> <li>- A 'clean up' day of action is also being planned for early 2012 (date tba – February)</li> </ul> <p>An officer and residents workshop took place in December to agree further actions for the project. These have been used to support the development of the longer term delivery plan for the area (see</p>

				Appendix 2)
Leisure, Culture & Libraries – we will test out a range of ways of giving the Leisure, Culture & Library Service greater freedoms and flexibilities in how they do things, such as the ability to make faster decisions and to pursue new income generation opportunities. All employees will be encouraged to get involved by suggesting and helping to implement new ways of working. Whilst services will continue to be provided by the Council, they will effectively be run at ‘arms-length’.	Agree governance arrangements and service objectives /targets by the end of Sept 2011	Angie Astley	In progress	<p>Following a workshop with service managers three main areas of freedoms were identified - Marketing, Human Resources and Finance.</p> <p>Service Level agreements are being drafted to describe how leisure will operate with these new freedoms and how we will work to further reduce the councils contribution into Leisure as a result (see also Appendix 2)</p>
Dawley Town Hall - in response to feedback from local residents about the future of Dawley Town Hall, we will work with a number of partners to assess the feasibility of bringing the facility back into community use	Feasibility study – end July 2011	Rachael Jones	Complete (Feasibility Study)	An initial feasibility study has been produced and a number of partners have made a commitment to being involved in the future management of the Dawley Town Hall as a community facility. It is proposed that Dawley Regeneration Partnership will oversee the future management of Dawley Town Hall. The business plan is currently being developed along with a funding application to the Lottery. A clean up of the outside of the Town Hall is planned with volunteers (see also Appendix 2).
Schools Learning Partnership - we will work with head-teachers to set up an educational partnership, open to all academies, community and trust schools in the secondary sector. The partnership will establish operational groups consisting of head-teachers, alongside the Local Authority, to establish and develop school to school support, including development of each of the subjects in the curriculum, staff training opportunities and leadership.	September 2011	Jim Collins	Complete	<p>Learning Partnership is now established and the scheduled meetings have gone ahead as planned, with a calendar in place for the whole of this academic year (term time). The partnership currently includes 10 mainstream schools, 2 special schools and 1 Pupil Referral Unit.</p> <p>Head Teachers have also met with the Schools’ Co-operative Society to explore the option of the Learning Partnership becoming a Co-operative Trust possibly by Summer 2012.</p>

Small Business Loans Fund – we will work with local business people to establish a small business loans fund, based on co-operative principles.	End October 2011 –	Corin Crane	Behind schedule	There has been limited interest from local businesses in contributing to a co-operative small business loans fund; instead businesses are working together to develop a ‘business angels’ model (investment and ‘mentoring’ in return for a stake in the business), which the Council will help to promote but will not contribute to financially. We are now considering alternative ways of developing a small business loans fund and options will be prepared for members to consider (see Appendix 2).
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**d) Enabling local people and organisations to play a more active role in their communities**

Early Adopter	Target Delivery Date	Lead Officer	Progress	Comments
Run a campaign to promote the benefits of volunteering as part of National Volunteers week	Delivered 1-7 June 2011	Wendy Tonge	Complete	<p>Following the promotional campaign as part of National Volunteers Week in June, both the Co-operative and Employee Commissions have identified ‘volunteering’ as a priority area of work:</p> <ul style="list-style-type: none"> <li>The Co-operative Commission has set up a Volunteer sub group that will look at how local organisations can make best use of volunteers, working across the borough.</li> <li>The Employee Commission has set up a ‘Volunteer Steering Group’ (sub group) that will develop practical, legal and costed proposals for an employee volunteer scheme at the Council</li> </ul>
<p>Encourage employees, local people and organisations to become Fair-trade champions</p> <ul style="list-style-type: none"> <li>Internal campaign to promote Fair-trade vending machines</li> <li>Fair-trade event in a school with link to global Fair-trade school programme</li> </ul>	<ul style="list-style-type: none"> <li>end of Aug 11</li> <li>Oct 2011</li> </ul>	Harj Rayet	Behind schedule	<ul style="list-style-type: none"> <li>Posters are now on display for internal promotion at Civic Offices and Darby House</li> <li>Agreed with Redhill School to run a Fair-trade event, including a live webcast with a school in a cocoa growing community in Ghana (date to be agreed).</li> <li>We are now looking at how we can work with other organisations to actively promote and support Fair-trade across the borough (see Appendix 2)</li> </ul>

Review and develop a package of support for voluntary-run youth clubs, review charging policy for use of Council buildings by youth clubs and develop a package of support for other voluntary groups who include young people and are not supported by national governing bodies	October 2011	Jas Bedesha	Complete	A revised 'Co-operative Youth Offer' has been developed to improve opportunities for all young people in the borough, particularly those who are most disadvantaged and vulnerable. The provision will help them to develop their social and personal skills through informal learning and positive activities, whilst building relationships and exploring issues that affect them. The Youth Offer sets out how the Council will work with local neighbourhoods and volunteers to deliver this provision and promote what is on offer.
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**e) Developing a new partnership with employees**

<b>Early Adopter</b>	<b>Target Delivery Date</b>	<b>Lead Officer</b>	<b>Progress</b>	<b>Comments</b>
Put in place a package of new flexible employment options that will benefit both the Council and employees. Prepared and currently in consultation with Trade Unions	Sept 2011	John Harris	Complete	A package of flexible employment options has been offered to all employees with effect from 30 September. These include the chance to reduce working hours, purchase additional annual leave, take unpaid leave or sabbatical or change working hours. All options are subject to service needs and cover. Options are open to employees but are not being imposed upon them. At end of October 2011, 38 people have expressed an interest so far although this figure is expected to increase as other employees are currently in discussions with their managers.
Pilot new ways to involve employees in identifying non-staff savings	Pilot 15 July 2011 (corporate core)	Fliss Mercer	Complete	<p>A 'Cost Challenge Pilot' took place with a small group of employee volunteers in July and a number of savings suggestions were put forward. These were then considered by managers and resulted in an additional £3050 worth of savings being put forward.</p> <p>Participants were asked to evaluate the session and the results have been positive. It was thought to be a worthwhile exercise as it was informative and helped staff better understand the savings process, also giving them the opportunity to get involved and make a contribution.</p> <p>We are now looking at how this exercise could be rolled out more widely.</p>

Investigate pilot scheme for employees to report issues/problems they see when out on site	TBC	Fliss Mercer	Complete	An initial meeting took place with employees to see how best this could develop. It was agreed that a separate reporting tool was not necessary and it was agreed that we should instead promote existing reporting tools to employees. This has now been carried out.
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## **Appendix 2 - Adopter Programme Initial Proposals**

<b>Proposal:</b>	<b>Link to priorities:</b>	<b>Lead Service Area(s):</b>	<b>Next Step(s)</b>
Review of Meals on Wheels Service – to explore alternative forms of provision with the community	<ul style="list-style-type: none"> <li>- Vulnerable children and adults are protected</li> <li>- A Co-operative Council working with the community</li> </ul>	Care & Support	Scope and commence review by end June 2012
Review of directly provided Adult Care Services (following implementation of Phase 2 restructure)	<ul style="list-style-type: none"> <li>- Vulnerable children and adults protected</li> <li>- A Co-operative Council working with the community</li> </ul>	Care & Support	Scope and commence review by end June 2012
Develop Family Connect, a new single point of contact that will allow members of the public, schools and other professionals to access services for children and families via one user-friendly telephone number at flexible times. There will also be a Family Connect one-stop shop reception area for face to face enquiries. Enquiries to Family Connect will be prioritised and directed using a 'triage' system to ensure that people access the right service at the right time.	<ul style="list-style-type: none"> <li>- Improved 'life-chances for all'</li> <li>- Vulnerable children and adults protected</li> <li>- A Co-operative Council working with the community</li> </ul>	Children's Safeguarding/Family & Cohesion services/Education & Skills	<ul style="list-style-type: none"> <li>- Event to encourage partners to get involved in Family Connect (February 2012)</li> <li>- Develop and agree with partners how each type of enquiry will be dealt with (to start w/c 16 January 2012)</li> <li>- Recruit staff for Family Connect (start January 2012)</li> </ul>
Continue to work with partners to bring Dawley Town Hall back into community use	<ul style="list-style-type: none"> <li>- Improved 'life-chances' for all</li> <li>- People feeling safe and proud of where they live</li> <li>- A Co-operative Council working with the</li> </ul>	Co-operative Council Service Delivery Unit	Report to Cabinet (23 February 2012)

	community		
Brookside – continue co-operative working pilot and develop proposals for physical and social regeneration of Brookside	- All	Co-operative Council Service Delivery Unit	See separate Cabinet report (26 January 2012)
Develop proposals for a Borough-wide Telford Loyalty Card for residents, offering discounts on Council services and with other local organisations and businesses. The Loyalty Card will help to encourage residents to use the services and businesses in their local areas.	- A Co-operative Council working with the community - A growing local economy to create jobs	Co-operative Council Service Delivery Unit	Develop costed proposals for Cabinet to consider (29 March 2012)
Increase the number of apprenticeships and internships offered by the Council and encourage other organisations within the Borough to offer more apprenticeships and internships	- Improved 'life-chances' for all - A growing local economy to create jobs - A Co-operative Council working with the community	Customer & People Services	Develop costed proposals for Cabinet to consider (29 March 2012)
Investigate providing free and filtered wireless Internet access to members of the public's personal devices when they are in the vicinity of a publicly accessible Council-owned building or site in priority areas (first phase – Southwater and Brookside)	- A growing local economy to support jobs - Improved 'life-chances' for all - A Co-operative Council working with the community	Customer & People Services	Carry out site surveys and develop costed proposals for Southwater and Brookside for Cabinet to consider (29 March 2012)
Develop a new Community Hub in Southwater as the first point of call for all Council and a range of partner services to include a new library	- Improved 'life-chances' for all - Vulnerable children and adults protected	Customer & People Services	Hub to open summer 2014

	<ul style="list-style-type: none"> <li>- A growing local economy to support jobs</li> <li>- A Co-operative Council working with the community</li> </ul>		
Review of Markets – to look at whether alternative service delivery options could offer additional benefits	<ul style="list-style-type: none"> <li>- A growing local economy to create jobs</li> <li>- A Co-operative Council working with the community</li> </ul>	Development, Business & Housing	Scope and commence review by end June 2012
Launch a pilot co-operative small business loans fund	<ul style="list-style-type: none"> <li>- A growing local economy to create jobs</li> <li>- A Co-operative Council working with the community</li> </ul>	Development, Business & Housing	Launch – end of March 2012
Hold an event to promote Fair-trade in the Borough and to agree how the Council can work with others to promote Fair-trade in the future	<ul style="list-style-type: none"> <li>- A Co-operative Council working with the community</li> </ul>	Development, Business & Housing	Event to be held during Fair-trade Fortnight (5 March 2012)
Develop a 'First Point for Business' in conjunction with local businesses – to provide a single point of contact and more co-ordinated support for businesses	<ul style="list-style-type: none"> <li>- A growing local economy to support jobs</li> <li>- A Co-operative Council working with the community</li> </ul>	Development, Business & Housing/Customer & People Services	Scope draft level of service as basis for engagement with businesses (April 2012)
Review of Life-Long Learning Provision – to look at opportunities to join up statutory school-age education and life-long learning and to consider alternative service delivery options	<ul style="list-style-type: none"> <li>- Improved 'life-chances' for all</li> <li>- A growing local economy to support jobs</li> <li>- A Co-operative Council</li> </ul>	Education & Skills	Scope and commence review by end May 2012

	working with the community		
Review of Oakengates Theatre with the aim of improving the efficiency of the organisation and delivery of services and involving local people more in the planning and running of the Theatre	<ul style="list-style-type: none"> <li>- Improved 'life-chances' for all</li> <li>- A Co-operative Council working with the community</li> </ul>	Education & Skills	Scope and commence review by end September 2012
Promote joint investment opportunities with Town and Parish Councils to encourage environmental and cultural improvements	<ul style="list-style-type: none"> <li>- Clean and well-maintained neighbourhoods and streets</li> <li>- A Co-operative Council working with the community</li> </ul>	Environment & Leisure Services/ Customer & People Services	Follow-up expressions of interest from Town and Parish Councils and promote successful joint investment projects to Town and Parish Councils (ongoing)
Leisure – implement freedoms and flexibilities agreed in Phase 1 (see Appendix 1)	<ul style="list-style-type: none"> <li>- Improved 'life-chances' for all</li> <li>- A Co-operative Council working with the community</li> </ul>	Environment & Leisure Services	Service level agreements finalised and freedoms and flexibilities to take effect from April 2012
Pilot project in Dawley to give the community more involvement in the running of Dawley Park, to include devolving the additional works budget (£4,200 spend over and above the basic maintenance budget)	<ul style="list-style-type: none"> <li>- Clean and well-maintained neighbourhoods and streets</li> <li>- A Co-operative Council working with the community</li> <li>- People feeling safe and proud of where they live</li> </ul>	Environment & Leisure Services	Meet with local residents, Parish Council and other partners to co-ordinate activity and identify priority projects for the park based on funding available (Meeting – 23 January 2012)
Work in partnership with organisations in the Ironbridge area to provide activities and support packages for Children in Care or on the edge of care and their	<ul style="list-style-type: none"> <li>- Improved 'life-chances' for all</li> <li>- Vulnerable children and adults are protected</li> </ul>	Family & Cohesion Services	Start to provide activities and support packages, to include: <ul style="list-style-type: none"> <li>- Residential stays and activities through the Youth Hostel</li> </ul>

families. This will provide targeted support for children and families with complex needs.	- A Co-operative Council working with the community		Association; - Volunteering opportunities at the Blists Hill Volunteer Centre; - Activities at the Coalport Employability Centre
Develop 'early intervention' support to prevent homelessness and work with private landlords to improve the quality and management of private rented accommodation	- Housing choices to meet the needs of all - A Co-operative Council working with the community	Family & Cohesion Services	Meet with Telford & Wrekin Landlord Forum (January 2012) and develop costed proposals for 'early intervention' support for members to consider (February 2012)
Pilot a 'Community Ambassador' scheme where volunteers provide early intervention peer support to families in the very early stages of difficulties	- Vulnerable children and adults protected - A Co-operative Council working with the community	Family & Cohesion Services	Agree scope of pilot scheme by end March 2012
Review of Employment Services (to include payroll, PSE support, recruitment and contract administration and employment checks) with the aim of improving cost-effectiveness whilst maintaining an accurate and good quality service. The review will look at alternative service delivery options, opportunities for process efficiencies and opportunities to provide affordable Employment Services to local voluntary and community organisations, including schools/academies.	- A Co-operative Council working with the community	Finance, Audit & Information Governance	Scope and commence review by end April 2012
Investigate Council's Legal Services providing free legal advice sessions for	- A Co-operative Council working with the	Law, Democracy & Public Protection	Prepare detailed, costed proposal for members to

local community and voluntary organisations	community		consider by end March 2012
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