2020 Partnership Update

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Update will cover

- Company Establishment and Governance Arrangements
- Overall Performance of the Partnership
- End of Project Report on Environmental and Regulatory Services
- Employee Reward and Recognition
- Company Organisational Design

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2020 Partnership Outcomes

- **Financial** - respond to current and future pressures
- **Efficiency** - value for money
- **Resilience** – increase pool of expertise, add capacity
- **Impact** - better outcomes for our communities
- **Democracy** – champion local needs

Company Establishment

- There will be a group of three companies delivering services for the Councils from the Autumn

- One company will be focused on service delivery; one on business support and one supporting Councils to fulfil their democratic roles

- All staff will transfer to the group in the Autumn

- The name of the group will be PUBLICA

- Council names will still be used when dealing with the public

- Companies will be registered by April.

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Governance

- Council previously approved governance principles

- Councils have "reserved matters" that require a 75% approval from company members

- Board of Directors to be established consisting of the Group Managing Director; Group Finance Director and One further Executive Director for the service delivery and commissioning company ; Plus Non-Executive Directors appointed jointly by the Councils

- Board will be established from April to enable it to agree terms and conditions for employees, operational policies, develop Business Plans; and enter into contracts with Councils

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Partnership Performance

- Savings target of £5.6m/annum to be achieved by 2020 (WODC - £1.64m)
- Cashable Savings - £2.33m to date (WODC - £765k)
- Service standards and performance targets achieved
- Improved knowledge sharing & learning
- Increased resilience
- Technological improvements
- New ways of working
- Reduction in office space
- Cost avoidance in procurement

Environmental and Regulatory Services – End of Project Report

- 37% Efficiency Benefit

- Saving over £4m over 5 years

- Project Spend 24% less than budget

- 48% reduction in office space

- Integrated "Smart Working"

- 86% Customer Satisfaction with contact arrangements

- 93% satisfaction with advice

- 81% satisfied with response times

- Fast track member contact

- 85% employee satisfaction

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Employee Matters

- Employees will TUPE transfer from Councils to Publica in the Autumn

- Councils have guaranteed protection for existing employees on their Local Government Pensions and Length of Service

- All other terms and conditions and HR Policies will need to be determined by the new company

- Employees will be consulted on any proposed changes to existing terms and conditions

- Publica will negotiate with recognised Trade Union(s) on detailed terms of transfer

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Employee Reward and Recognition

TOTAL REWARD – What is it?
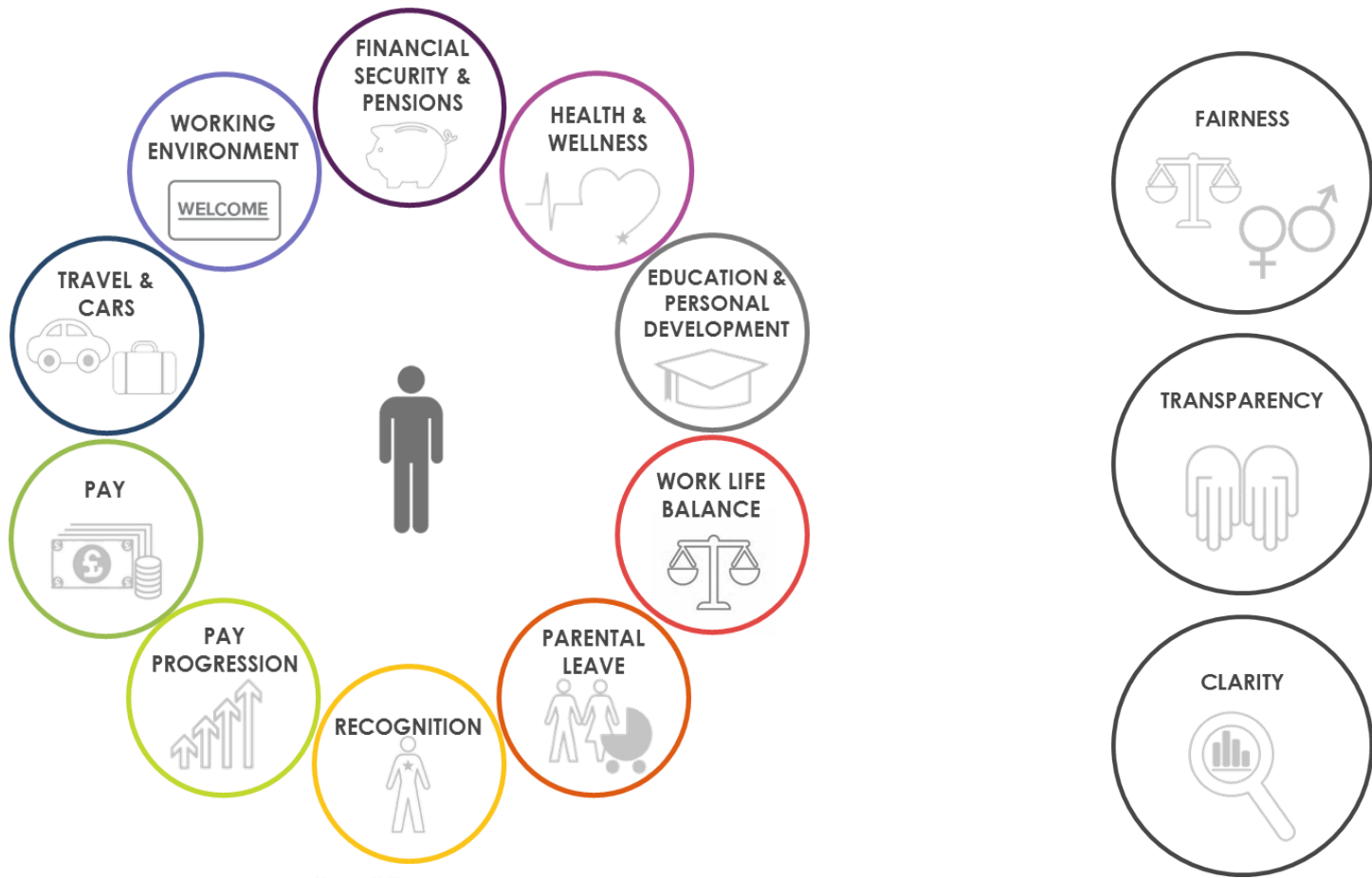
Why are we doing it?

- Attracting high quality employees is critical to achieving our Business Objectives

- Align with the 'organisational' values and council objectives.

- Attract, engage, grow and retain talent.

- Be flexible and fit for the future.

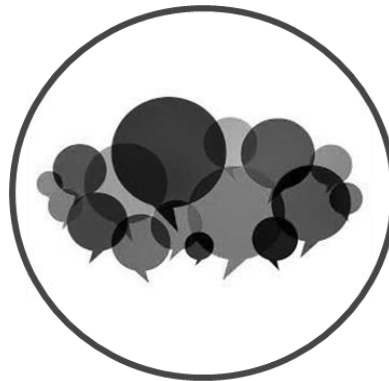- Understood and valued by current and future employees.

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WHAT WE'VE DONE

AUDIT

INTERNAL VIEWS

EXTERNAL COMPARISON

Review of existing
Practice and policy

Employee survey
Manager survey
Senior stakeholder interviews
Focus groups

First stage
of market benchmarking

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OUR REWARD PRINCIPLES

THE WAY WE REWARD & RECOGNISE

ALIGNED TO OUR ORGANISATION

Is closely aligned to the business strategy and goals and is **reflective of our values, culture and the communities we serve.**

TRUSTED

Engenders trust, that it is applied consistently - it is seen as **fair, even if it looks different.**

BASED ON CONTRIBUTION

Acknowledges the **value people bring** and recognises their contribution both **collectively and individually** (financially and non financially).

MODERN & SIMPLE

Is modern, simple and flexible, reflecting different needs of employees without being overly complicated.

ATTRACTIVE

Is competitive and reflective of the external market so that we can attract and retain high quality staff.

TRANSPARENT

Is transparent and clear. Employees understand what we mean by reward - what we expect and what employees receive in return.

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NEXT STEPS

1   Creating a **simple and robust pay and grading framework that's fair**

2   Developing a **menu of benefits for employees** to suit different life stages

3   Creating new ways to **recognise contribution**

4   Developing a **compelling and attractive visual brand** to represent our new company

5   Rethinking our **working environment** to reflect our new culture

6   Building **more flexibility** into our processes and approach

7   **Involving employees** with specific areas of the project and helping define menu of benefits

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Organisation Design

Why are we thinking about it?

- **Organisational Design –** our research tells us that we have a unique opportunity to design the new companies in a better way and fit for the future

- **Things can't stay the same** – Detailed feedback from the Senior Leadership Team indicates that the current traditional siloes and hierarchical approach creates delays, conflicts, stress, additional costs and do not currently focus sufficiently on business objectives and customer fulfilment

- **Culture –** employees told usthat we need to creating a stronger common identity (sense of "us"); support and encourage a stronger focus on customers and service users; and develop a strong common purpose that everyone feels committed to**.**

- **New approaches have been developed elsewhere and are producing outstanding results**. We are aware of a number of councils who have adopted alternative approaches that we can learn from.

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Organisational Design Objectives

- Processes designed around "Customer" needs and with customer input

- Aim to encourage simple enquiries through self serve

- Deal with enquiries consistently and quickly through a comprehensive approach

- Integrated IT approach across all systems and services

- Issues are resolved at a level consistent with the complexity of the query

- Additional capacity could be used to generate company income opportunities

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Timetable

- **Now – April** – Share in more detail what is being tried elsewhere and discover what will work for us

- **April – August** – Getting help to test some ideas and establish what works best

- **September** – Agreeing the new organisational design approach we want to take

- **Autumn onwards** – Re-design organisation and phased implementation