

Agenda Item No: 5

CAMBS 2020 – SPOKES WORKSTREAM

To: Communities and Partnership Committee

Meeting Date: 7 March 2019

From: Service Director, Communities and Safety

Electoral division(s): All

Forward Plan ref: For key decisions *Key decision:* **No**

Purpose: To update the Committee on progress towards achieving a successful outcome for the Spokes workstream of the Cambs 2020 programme.

Recommendation:

a) To review and comment on the detail of the approach being taken to deliver the spokes workstream of the Cambs 2020 programme

b) To consider the branding of our spokes buildings, to ensure they truly reflect the dynamic nature and potential they offer as part of our Think Communities approach

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1. BACKGROUND

- 1.1 In December 2018, the Communities and Partnership Committee received a report on the Cambs 2020 programme, and specifically the 'spokes' workstream of that programme. The Cambs 2020 programme has two primary workstreams: (i) the disposal of Shire Hall and the creation of a new 'hub' at Alconbury Weald; and (ii) the establishment of a place-based approach to service delivery including the creation of 'spokes' as bases for our staff to operate within communities.
- 1.2 At the December 2018 Committee meeting, Members agreed to take on the Committee leadership role for the spokes workstream, given its close alignment to the overall aims of the Committee.
- 1.3 Good progress is being made to confirm our spokes arrangements, which align completely to the Think Communities approach (discussed in a separate report to this Committee).

2. MAIN ISSUES

- 2.1 To support our approach to Think Communities, the ways in which we use our buildings is pivotal to a successfully reformed public service delivery model. We want our staff to be based in the heart of the communities they are here to serve, to fully understand the needs and assets within those communities, and to be best placed to achieve the key objectives of Think Communities – improving outcomes and delaying or preventing demand for statutory services.
- 2.2 We have articulated a vision for the Cambs 2020 programme, as follows:

“A dynamic accommodation solution that facilitates the delivery of better and integrated services closer to our communities; a solution that embraces change and equips a flexible workforce to deliver efficiently and effectively from multiple, welcoming locations.”

An integral part of the Cambs 2020 programme is to create a number of spokes, from which staff and services will operate. We have established some key principles to guide this aspect of the programme, specifically:

- The most appropriate council staff will be based within spokes buildings, to best meet the needs of the locality within which they are based
- The workforce and Members will be able to work from any spokes building
- Spokes-based staff will be delivering frontline services whilst co-located with essential support staff
- Staff will be drawn from across the council and, wherever possible, the wider public sector, creating multi-skilled locality teams meeting the needs of our communities
- The hub and spoke model will facilitate better working relationships between staff and Members by enabling a closer working relationship at a local level
- Opportunities for further engagement with residents will be encouraged through the available space at our disposal
- None of the spokes buildings will be for the sole use of a single service

- Opportunities to co-locate with partners to improve community outcomes will be explored
- There will be at least one main spokes building in each district council area
- The spaces will represent a modern, dynamic council that is accessible for staff, partner agencies and, where buildings are designed for public access, for residents
- There will be meeting spaces and areas to engage with residents

2.3 The Cambs 2020 programme is an opportunity to rethink the way we use our assets as part of Think Communities. If our hub at Alconbury Weald is our civic core and the working base for our corporate and largely back-office services, our spokes will be the front door to council services that are closely aligned to the needs, opportunities and challenges within each of our localities. It is imperative that the spokes delivery model is focussed on better meeting the needs of our communities and residents, particularly as they grow and age. As described in the Think Communities report, we need to redesign our approach to preventing and delaying demand for statutory interventions where appropriate, finding alternative ways to support residents that enable them to remain in their home and in their community for longer. By locating our staff within communities we have a far greater chance of success. By working with our partners across the public sector, we have a unique opportunity to achieve the best outcomes possible.

2.4 A locality-based delivery model will enable more frequent and open dialogue with communities, and the development of innovative and creative services with local partners across the public, private, voluntary, community and faith sectors. Whilst we have complete control over our own estate, wherever possible, opportunities will be explored to co-locate with our key partners – especially the district councils, health services, the police, DWP, housing providers, and voluntary sector agencies, and this may include co-locating in a building owned or leased by them rather than us.

2.5 An officer programme board is in place to drive the work to design and develop the spokes model. The approach it is taking is based on gathering data and intelligence about our assets and those of our partners, information about our communities, and information from our workforce. More specifically:

2.5.1 Premises

All council-owned or long-leased assets have been reviewed by a cross-council officer team, in order to immediately discount inappropriate buildings (e.g. plants/industrial units). We now have a longlist of assets, against which our colleagues in our Property Services Team are populating key information including tenure, condition, accessibility, and capacity.

By the end of February we will have a single asset list for all council-occupied buildings, with a richness of data and intelligence to help inform our decision making.

We are also mapping and gathering information about public sector partner buildings to develop an opportunities list of alternative premises. This work is taking place alongside the One Public Estate programme.

2.5.2 Service Delivery

Each council directorate has provided us with some basic information about current service delivery models, including numbers of staff, current locations, and whether or not their base needs to be available for public visits.

Additionally, we are holding a series of staff engagement events, allowing for a more detailed and focussed face to face discussion. During these events, we are exploring the data we have received back from directorates in much more detail, which is enabling us to start to build a picture of which services need to be based where and with whom.

We anticipate completing this round of workshops during April 2019.

2.5.3 Data and Intelligence

The final input to inform our recommendations will be evidence of current and forecast demand for services, current key performance outcomes district by district, and demographic profiles. We want to futureproof our recommendations as far as possible by ensuring our staff are located alongside other staff from across our system, in places where they are needed the most and where they can make a difference, and that the impact of the new model is measured so that we know whether or not it is working.

2.6 During May 2019, the programme board will be reviewing all three sources of information to begin the process of identifying suitable spokes locations for different groups of staff. Alongside the importance of quality information to inform this process, there are a number of dependencies that need to be met in order to achieve the best possible outcomes. These include:

- Effective change management across our workforce and our Members – the spokes buildings will not simply be office bases, but will be the dynamic heart of council service design and delivery within our localities, and our staff and Members will need to develop new ways of working that maximise this obvious potential
- Effective communications and marketing with and for communities – change management for our staff and Members is vital, but we also need to ensure our communities are involved, and are fully aware of the new delivery model in their locality
- Staff and Members trained and upskilled to deliver to the new model – all of us will need to be confident users of existing and new technology, and managers in particular will need to learn how to manage staff and services across different locations
- Flexibility and creativity with the buildings available to us – our starting position should be to consider and agree a delivery model in each of our localities, before considering what buildings are available to us
- That said, compromise may be necessary – and therefore, flexibility from both staff and Members will be important in order to make our preferred delivery model work

- 2.7** The spokes workstream alongside Think Communities represents a very different way of working for council services and staff. There are inevitably risks associated with this, and these are described below, along with initial mitigations:
- Services becoming too localised, or the development of an ‘us and them’ mentality between the hub and the spokes building occupants, reducing the overall corporate nature of the council
Mitigation: This needs to be mitigated through effective leadership and management, and clear and frequent communication across the organisation. The principle of ‘one council, one community’ will need to be maintained
 - Services becoming more costly or leading to an increase in demand as they develop at a local level
Mitigation: This needs to be mitigated by ensuring service delivery in localities is directly evidence-based, and that the primary focus is on delaying or preventing demand, and improving outcomes
 - Staff will be more dispersed, reducing the opportunities for peer support between staff
Mitigation: This needs to be mitigated through regular supervision and team meetings, and flexible operational arrangements across spokes buildings that enable staff to be agile
 - Productivity may be adversely affected as a result of a major change programme and new office bases
Mitigation: This needs to be mitigated through ensuring direct engagement with and involvement from staff continues throughout the programme
 - Management oversight may be diminished as staff will be dispersed across the county
Mitigation: This needs to be mitigated through the development of new ways of working for our managers, including fully agile working practices, and better use of technology to keep in touch
 - The wellbeing of our staff may be adversely affected as a result of, for example, more travel to and from their office base
Mitigation: This needs to be mitigated through direct dialogue between staff, managers and unions to ensure effective use of our HR policies and procedures
 - Staff may be further apart from their support network than at present (e.g. business support or finance colleagues)
Mitigation: This needs to be mitigated through ensuring all parts of the organisation are involved in the design of the spokes, and the effective use of existing and new technology to maintain contact

2.8 Finally, as described both in this report and the separate Think Communities report, we are developing a truly innovative approach to community-centred service design and delivery, through a broad public service reform approach. The ways in which this is viewed by our citizens, partners and staff is vital to its success. Our spokes buildings will be the front door to a new style of council and broader public services, and they need to be perceived as such, rather than being seen as served by or accountable to the hub.

Members are asked to consider whether or not the 'spokes' term therefore properly articulates this, or whether a more suitable term should be adopted – for example, community hubs or neighbourhood offices.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

The spokes workstream of Cambs 2020 is a key enabler to the Think Communities approach, which aims to improve outcomes for all of our citizens and communities, as well as to prevent and delay demand for statutory interventions.

3.2 Thriving places for people to live

The spokes workstream of Cambs 2020 seeks to embed our workforce within communities, in buildings which will become the centre of public service delivery for a place.

3.3 The best start for Cambridgeshire's Children

By locating our staff within our communities, they will support our approach to ensuring that those communities are strong, resilient and cohesive, supported by a broad range of services and opportunities, providing the best opportunities for the whole population to succeed and for us and our partners to enable improved outcomes.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications within this category at this stage. Recommendations relating to capital investment that may be needed to redevelop a potential spokes building will need to be made by this Committee and referred to the Commercial and Investment Committee for a decision.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

The spokes workstream supports the Think Communities approach to ensure that all of our communities have access to the most appropriate services and opportunities, regardless of their circumstances.

4.5 Engagement and Communications Implications

We anticipate that engagement and communication with our communities will be positively impacted as a result of the development of spokes buildings.

4.6 Localism and Local Member Involvement

The spokes workstream directly supports the principles of localism, by ensuring our staff are more closely located within our communities and therefore able to help support local service design.

4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Martin Wade
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Marc Mageean
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Adrian Chapman
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
None	N/A

