

Appendix 2 - Rewiring Programme Management

Rewiring 'Four stage' Approach

1. Involving our communities and residents more in shaping outcomes and services

Working effectively with our residents, people and communities is the key to delivering our priorities and is critical to our Re-wiring Public Services programme. With the recent changes in funding and demographic pressures on demand, it is more important than ever to work closely with our communities, to truly listen to and understand their needs and demands and to design services 'with' and not 'for' our residents.

As part of the programme we will work to enable our communities to take centre stage in what happens in their area and in the City as a whole. We need to do everything we can to ensure that communities become advocates for their areas and that they are able to play an active role in designing and delivering services.

2. Building community resilience and self reliance, but with support when needed

Our residents are living longer and the support structures needed are changing. That is a change for good, one which can help people to live longer and improve their quality of life.

It is also a challenge as the need for additional support increases. We will need to:

- Invest in new skills to help communities to be more supportive and resilient in their own right;
- Enable choice for individuals, their families and carers through new ICT systems, commissioning plans and by creating markets for new suppliers;
- Assist and support independence through the co-design of services with our residents and partners rather than plan services for them; and
- Work together to enable a sustainable economy which carefully balances jobs, growth, housing, leisure and quality of life.

3. Investing in the voluntary and community sector, both financially and personally, to create mutual confidence and trust

Our partnership with residents and with the voluntary and community sector needs significant investment and change. Historically we have worked closely with individual charities and voluntary sector organisations often on a grant given type basis. Under any new model of engagement this is likely to change.

Re-wiring Public Services will prompt the council to consider:

- Developing in conjunction with local voluntary and community services organisations (VCSOs), social enterprises and mutual trading vehicles, different service offerings to meet the outcomes residents want.
- Investing further in the relationship with VCSOs to enable them to build capacity and capability, where this is needed, such that they become a key partner in the design, engagement and delivery of commissioned outcomes.
- Together with the VCSOs, designing the most effective engagement model with residents such that the Council shifts from an historical model of service delivery to an outcome driven approach to building stronger, more successful, communities with residents and businesses at the heart of the model.

4. Greater use of data and evidence to enable residents, people and communities to drive their own decision making

This availability of data offers us a significant opportunity to fundamentally change the way we work with our residents, businesses and community organisations.

In broad terms we will seek to:

- Offer residents and businesses the opportunity to self-service their data.
- Increase availability of transactional functions online to individuals and businesses such that we offer a greatly improved customer experience at the first point of contact.

- Improve online 'help' and support for transactional functions e.g. accessibility to suit our residents.
- Ensure our data and services are 'engaging and accessible'.
- Move to a 'my account' type model so any individual or business can transact when and how they want to with authentication at the start of the process.
- Expose as much data as possible to individuals and more collectively to the community to enable a greater level of transparency, understanding and greater input into decision making and service design.

Re-wiring Public Services Methodology

There will be five steps to the programme's methodology.



- Engage – we will engage with our communities and debate with them the ambitions they have for the city and the specific objectives and outcomes we want to achieve.
- Challenge – we will approach the issues and problems we face as a challenge and engage with residents, staff, Trade Unions and partners to seek solutions.

- Co-create/co-design – we will shape the service or offer jointly to ensure that it will meet the needs of residents and the council.
- Co-commission – we will commission services against an agreed set of outcomes generated through the co-creation and design process.
- Sustain – we will constantly review whether outcomes are being delivered. If not we will adapt them and learn.

In simple terms, our transformation methodology is designed to ensure that the council gets closer to residents to understand their challenges and secure better clarity about their expected outcomes. Issues such as affordability of services need to be seen as joint challenges with our residents. The methodology also supports the development of solutions that are relevant and consistent with our resident's expectations.