

BODY: CABINET
DATE: 22 October 2008
SUBJECT: Corporate Review (DRIVE)
REPORT OF: Councillor David Tutt, Leader of the Council
and Martin Ray, Chief Executive

Ward(s): All
Purpose: To inform Cabinet of progress in the Corporate Review.
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Recommendations: To note the current position.

1.0 Background

- 1.1 The Corporate Review was first mentioned in presentations to staff in December 2007, as one of several lines of activity which would ensure the Council was ready to deliver its Vision.
- 1.2 The objectives of the Corporate Review has been set as:
 - Stabilise finances through realistic strategic focus and resource management;
 - Provide a voice for the workforce, members of the Council and key partners to input into and influence shaping of future structures;
 - Challenge status quo and respond more flexibly to regional, community and corporate priorities;
 - Continue to build positive relationships between the Council and its stakeholders and partners.
- 1.3 A Core Team of Members and Officers was recruited to play an active role in this review through its stages of Information Gathering and Research, Design, Implementation and Embedding.
- 1.4 The principle work in Stage 1 has been completed. The Core Team have reported on their findings and their report is available within the organisation. A presentation has also been made to staff to illustrate the key messages understood by the authors of this report.

2.0 Research and Design

- 2.1 Stage 2 is now beginning. It was considered that to make real progress that it would be advantageous to recruit an external resource (to occupy a position akin to an Interim Deputy Chief Executive) to take this forward. After some reflection and review of resources available, the report authors prefer to proceed with a team led within the organisation.
- 2.2 It should be recognised that the Corporate Review (DRIVE) is one part of the principle activities of Cabinet and the Corporate Management Team for the remainder of 2008/09. The others include the Budget with its Medium Term Financial Strategy and the Corporate Plan priorities. All three will be co-ordinated by the report authors.

3.0 The Project Team

- 3.1 The Project Leaders and Co-ordinator for DRIVE will be Neil Fuller, Director of Housing, Health and Community Services. His current commission involves putting together a deliverable action plan to take the organisation through Stages 2, 3 and 4.

4.0 The Workstreams

- 4.1 It is expected that the DRIVE work will centre around a number of workstreams:-
- Customer Focus and Culture
 - Capacity and Structure
 - People and Performance Management
 - Infrastructure
 - Communication
- 4.2 There will be a team of people looking after each of these and the Core Team will be involved in each of these areas. The Project Team will report to a Steering Group composed Cabinet and members of the Corporate Management Team.

5.0 External Support

- 5.1 To provide some external support to the key activities being undertaken during the remainder of 2008/9, the report authors have engaged the services of Michael Robinson. He is the former Chief Executive of a Unitary Authority and has been sourced through SOLACE. He will act as a critical friend to the process and provide a prompt on what should be included. Additional external support will continue to be provided by IDEA.

6.0 Benchmarked principles

- 6.1 The Corporate Review was launched almost twelve months ago to set the authority on a new course. The Review Team lead by Neil Fuller are developing the measurable principles that need to be adopted now to ensure we are able to demonstrate the objectives of the review have been established. It is hoped to table these at the Cabinet meeting itself.

7.0 Conclusion

- 7.1 There is some expectation within the organisation and among its stakeholders about the outcomes for DRIVE and these now need to be clarified and acted upon. A course of action with appropriate targets and resources will be identified to fit within the Council's own Corporate Plan and its Medium Term Financial Strategy. This report seeks to update Cabinet on progress and the intentions for the next stages.

**Councillor David Tutt,
Leader of the Council**

and

**Martin Ray,
Chief Executive**

Background Papers: