

Copeland Borough Council Delivering Differently Programme – Progress Update

EXECUTIVE MEMBER: Councillor Elaine Woodburn
LEAD OFFICER: Paul Walker – Chief Executive
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WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS?

Delivering Differently is the major change programme which underpins the rationale for change in Copeland Borough Council. It is designed to bring together and co-ordinate the complex portfolio of projects and other work, which will deliver the strategic priorities of the Council.

WHY HAS THIS REPORT COME TO THE EXECUTIVE?

(e.g. Key Decision, Policy recommendation for Full Council, at request of Council, etc.)

RECOMMENDATIONS:

That the Executive note the progress made against the Delivering Differently Programme and agrees to release monies from the Transformation fund of £100,000.

1. INTRODUCTION

The financial challenges faced by the Council are well known. These challenges mean that it is essential for us to change the way we work through new service delivery models that maximise the potential of our employees and maximise our ability to meet the needs of our customers effectively.

The Council Plan 2013 - 2015 sets out the Council's priorities and the Delivering Differently programme provides the framework of how it will achieve some of the priorities, including the delivery the Council's mission statement of:

"An effective Council that works with partners and communities to arrange services for residents of Copeland".

The Delivering Differently programme (attached as Appendix A) includes:

- **Growth projects:** including those linked to the Nuclear Industry.
- **Customer projects:** delivering better services for less cost and/or delivering more for the same cost.

- **Business projects:** including new ways of working and new service delivery arrangements.

2. The Delivering Differently Programme

Work has been progressing with the Delivering Differently programme. In order to allocate resources to the programme the following have been highlighted as key priorities for the Council:

Priority 1 – Working Differently Programme

Priority 2 – Commissioning and Procurement

Priority 3 – Growth

Priority 4 – Service Delivery

3.0 Progress to date

3.1 Growth Theme

Nuclear New Build

Nuclear New Build is moving on at pace, and Copeland Borough Council has appointed Fairhursts consultancy to provide some short term technical support for the EIA scoping work which is requiring significant time and resources at present.

The EIA scoping process will run for several months and will identify and explore a whole range of impacts that the Moorside Project will generate. We are also about to interview for consultancy partners to support us over the next 4 years as our critical role in the Moorside project intensifies.

In readiness for the Growth Opportunities that we are planning for, a number of positive activities are taking place. Firstly, our LDF site allocations options paper went out for public consultation in January. This is one of the parts of the growth process that the Council has a very important strategic role to play, it is important that our communities, business and industry is engaged.

We are also working on scoping the Copeland Growth Plan, although not specifically a document about the Council, we expect to have further Member engagement in the next couple of months to shape this critical document for the Borough. Its purpose is to set out our longer term growth vision for the Borough and attract further investment.

CoNE

CoNE has been busy and is overseeing the scoping of some skills work, connected to that of the LEP to help us understand the demand for skills over the next 10-15 years, and then what we will do together to meet this demand. On 30 January a CoNE Skills Summit was held, hosted by Jamie Red MP and was well attended by

representatives from the nuclear and other industries, DECC were also in attendance. The purpose of this event was to start to plan now what we need to do to ensure that we have the rights skills, at the right time to deliver the magnitude of growth opportunities present to us. A CoNE Skills Task Force will now be established.

3.2 Customer Theme

Customer Services Strategy

The work to gather data to inform the Customer Service Strategy is nearing conclusion and a draft “Emerging Findings” report has been produced. A public consultation began in January, the results will inform the final document.

The purpose of this work is examine services and performance to make sure the focus is on what our customers and the public need, and services will be built around this requirement. The council has also compared services with another Local Authority (Fylde Borough Council) of a similar demographic and options around delivering effective customer service.

The Strategy is currently being drafted and will be presented to Executive in March/April.

The Digitalisation of Bereavement Services

The project team has now defined the ‘as is’ and ‘to be’ processes ready for the new cloud based supplier (Arcus Global) to create a digital system for all bereavement services and are due to engage with the Arcus delivery team in February 2015.

The Bereavement Services are presently based around clerical procedures and accuracy is essential. The project will introduce cloud based ICT to make best use of information, capturing and sharing to all relevant parties, reducing the risk of error and maintaining high standards of accuracy. The service will also move access to memorial items such as the Book of Remembrance, memorial benches, plaques in Trinity Gardens and tree planting to the Distington Hall website, supported by Copeland Direct for customers who are not confident using the internet.

North Gate Information Solutions - MVM Database

The continued roll out of the MVM System (Environmental Health system) to the Enforcement admin team is continuing. The system is now being used to capture all Dog Complaints. This will roll out to all other areas of the service over the next few months and will provide the following benefits:

- Business continuity (re: risks associated with spreadsheets)
- Integration with Environmental Health MVM so that complaints can move between departments without duplication

- Report writing
- Improved powers of investigation (full history will be held on the one system)
- Comprehensive case pack (all letters, notices, photographic evidence)

Capita Connect

Capita Connect is a module within the Academy System (Revenues and Benefits System). The module allows our Council Tax customers to carry out various transactions on line including, viewing their accounts, reporting a change of address, set up a direct debit and view payment schedules.

The system is due to go live at the end of the financial year and is currently being tested.

E Access Planning

The E-Access Planning project aims to give the public online access to planning applications. This will enhance customer satisfaction, reduce callers to Copeland Direct and reduce the need to give an individual response to each query. This project is currently on hold due to resources.

Digitilisation of Waste Services

The Waste Services is largely clerically based, resulting in some inefficient processes. This project is examining options to provide a digital and flexible system to enhance the customer experience, improve efficiency and enable agile working practices.

Work to map out the “as is” and “to be” processes within the Waste Department will commence in February before bringing the preferred supplier into the design stage.

3.3 Business Theme

Working Differently Programme

The Working Differently review has identified a number of opportunities for the Council to improve the way it operates by doing things differently, and whilst they relate to different aspects of how the Council operates, these all come together to offer a package of changes that can bring financial savings, improvements in operating efficiency and customer service benefits.

Corporate Leadership Team met on 22 January 2015 and agreed and signed off the final plans for the Accommodation Strategy. Details were then presented to the Members Accommodation Working Group and the Staff Working Group.

These final proposals do not differ significantly from those previously issued, but they do reflect some comments and feedback received.

Information Governance

Following the appointment of the Information Management Officer in October 2014, an Information Governance project has been subject to internal discussion.

A general information management timeline was agreed to encompass Freedom of Information requests and procedures, Data Protection issues, Record archiving and general Information Management procedures, including the acquisition, management, retention and disposal of all information both structured and unstructured.

The Working Differently project and more specifically the archive review and relocation plans have impacted greatly upon the Information Management role. Currently plans are on-going to establish a new archive facility at Moresby to allow the clearance of all archived material from the Copeland Centre and once completed and established as a working archive, will impact significantly upon any Governance Framework.

Over the next few months work will commence in implementing processes including scope, roles and responsibilities, policy and procedural reviews and clear definitions for audit, measurement and review.

Directly Elected Mayor

The CLT sub group continues to meet on a regular basis to ensure all necessary work is being undertaken in preparation for the elected mayor and we are currently working on the Communications Plan to develop the information that we need to share with the local community.

Discussions are also being held with the LGA to plan the next stage of Councillor development/awareness sessions, focusing on the role of Scrutiny under an elected mayor, and the role of the ward Councillor under an elected mayor. A briefing session is planned for early March for potential candidates and staff briefings will also be arranged. The Independent Remuneration Panel is progressing its work looking at the overall scheme of allowances for members and at the indicative salary for the mayor. Their final report will be submitted to Council on 26th February 2015.

Member Development Strategy

An updated Member Development Strategy was approved by the Member Development Panel at its meeting on 18th December 2014. The Strategy has been amended to bring it up to date and reflect the shift to the elected mayor model. Behind the overarching strategy will sit the action plans around member personal development planning, training assessments and evaluation and importantly the schedule of training for the coming year. Work is well underway in drafting the indicative induction programme for Councillors from May 2015. Work is also being undertaken on a county wide basis and the Chairman of the Member Development

Panel and Democratic Services Manager attend meetings to discuss county wide initiatives and shared training.

Commissioning and Procurement

As part of addressing the financial situation, the Council is looking at exploring alternative ways of delivering our services. Over the next few weeks there will be a series of briefings for staff and Members to look at the options available for delivering our services and a timetable for the service review process.

A 'Meet the Market' event is being planned for March at which potential providers of our services can come along and meet us.

ICT Strategy

The ICT strategy has been through a process of refinement during quarter 3. A group of key stakeholders met to discuss the direction that ICT should take to best meet the needs of a leaner and flexible organisation.

The draft ICT Strategy now reflects the move to cloud based services that provide greater resilience and high levels of flexibility that will support the Council to deliver the Working Differently programme and the wider Delivering Differently agenda.

The ICT Strategy will be presented to CLT and then to the Executive in March 2015.

4. FINANCES

4.1 The table below highlights the monies available for the Delivering Differently Programme.

	As at 1 April 2014 £000's	Released £000's	Balance as at Feb 15 £000's
<u>Reserves</u>			
Transformation Fund	672	225	447
Corporate ICT Reserves	210		
	14/15 Budget £000's	Spend £000's	Current Balance £000's
<u>Capital</u>			
Accommodation Strategy (Working Differently)	400	59	341
Valuation Data Transfer	20	0	20
ICT	186	86	100
Customer Services Strategy	142	0	142
<u>Revenue</u>			
Delivering Differently	290	112	178

4.2 **Reserves:** The Transformation Fund has been used for redundancies and programme management and additional capacity for the consultation and policy development process. The Capital ICT Reserves will be drawn upon for further agile working to support the Working Differently Programme.

4.3 **Capital:** The Working Differently PID brings together the Accommodation Strategy, ICT and Customer Services Strategy to allow clear and accountable reporting of these funds.

4.4 **Revenue:** The Delivering Differently revenue funding to date has been spent on professional services, MFDs, Environmental Health System (MVM), part payment of the Housing System (Abritas), and the Accommodation Review. The Bereavement Services and Waste Services projects will have a further call on the funding this year, as will professional services and the final payment for the Housing System.

4.5 The Delivering Differently Board are requesting funding of £50,000 from the Transformation Fund for the Commissioning Project and £50,000 for the Working Differently Programme, this is to support revenue expenditure in 2015/16 and will support extra capacity around Legal, Procurement, Programme Management, Organisational Development and Business Analysis. It is envisaged that this capacity will be used across both programmes.

There is a significant savings target in the Medium Term Financial Strategy of just under £1 million to be secured against the outcome of this work by 2016/17.

5. CONCLUSIONS

- 5.1 This report outlines some of the achievements to date in delivering the Delivering Differently programme.

6. STATUTORY OFFICER COMMENTS

- 6.1 The Monitoring Officer's comments are: Appropriate governance processes have been undertaken and there are no other issues to raise.
- 6.2 The Section 151 Officer's comments are: There is sufficient funding within the transformation fund reserve to fund the £100k requested, as part of the delivering differently programme's objectives.
- 6.3 EIA Comments: The Delivering Differently Programme strives to meet a number of goals which includes improving access to services for all our communities.
- 6.4 Other consultee comments, if any: None.

7. HOW WILL THE PROPOSALS BE PROJECT MANAGED AND HOW ARE THE RISKS GOING TO BE MANAGED?

- 7.1 The Delivering Differently Programme is a series of projects which are scoped and managed. The programme is challenging given the resources available, with a number of vacancies remaining unfilled due to on-going staffing reviews.

8. WHAT MEASURABLE OUTCOMES OR OUTPUTS WILL ARISE FROM THIS REPORT?

- 8.1 Completion of the Programme.

Appendix:

A – Delivering Differently Programme

List of Background Documents:

Council Plan 2013-2015

Delivering Differently

Priority	RAG	Senior Responsible Officer	Project Manager	Phase	2014/15 £'000			2015/16 £'000			2016/17 £'000			Notes
					Capital Investment	Revenue investment	Savings target	Capital Investment	Revenue investment	Savings target	Capital Investment	Revenue investment	Savings target	
P3 Growth														
			Pat Graham											
			Pat Graham											
			Pat Graham											
Customer														
	A	Julie Betteridge	Susan Stamper	2	142									Capturing 'as is' from internal and external perspective. Strategy to identify which dept need direct access with the public. Emerging findings report to be ready mid Jan. Public consultation including Councillors taking place up to 20 Feb. Strategy to Exec March/April
	A	Janice Carrol	Andrew Carr	2	35									Supplier now agreed - Arcus Global (£20k + expenses) Business case agreed. Timescales TBC
	A	Angela George	Martin Stroud	1										Not live.
	A	Pat Graham	John Groves	1										Oh Hold
	A	Janice Carrol	Andrew Carr	2	40									Business case agreed. New supplier (Arcus Global) appointed. AC to set up meetings with project team to develop 'to be' process. Legal to confirm position regarding Gower (original supplier) liability- JC to chase CB.
	A	Julie Betteridge	Elizabeth Kwasnik	New										Project split into 3 parts. WIFI, Till and Web Site. Part 1 (wi fi) - BT delivering circuit by end of Jan
	G	Ernie Davidson	Susan Blair	New										Licencing complaints). EH to support and lead role out to Enf. To report back in 3 months on efficiencies and how it has helped the teams
Business														
P1	A	Paul Walker	Fiona Rooney	2	186		-90	400	50	-500				
			Martyn Morton											Procurement phase started. Contractors on standby.
			Martin Stroud /Catherine McNicholas											Meeting with managers taking place over the next fortnight.
			Fiona Rooney											On going
			Susan Blair/Jackie O'Reilly											Phase 1 nearly complete. Issue with HR & Legal
		Julie Betteridge	Susan Stamper											As above
P2	G	Paul Walker	Fiona Rooney	3										Commissioning project has begun with support on site from 19 January from Caroline Stewart.
	G	Paul Walker	Lindsay Tomlinson	3										The CLT sub group continues to meet on a regular basis to ensure all necessary work is being undertaken in preparation for the elected mayor
	G	Fiona Rooney	Martin Stroud											Going to Exec in March
	G	Paul Walker	Zoe Pluckrose	3										On hold
	G	Paul Walker	Lindsay Tomlinson	3										An updated Member Development Strategy was approved by the Member Development Panel at its meeting on 18 th December 2014.
	G	Lindsay Tomlinson	Cliff Walker	2										A information management timeline was agreed to encompass FOI's and procedures, Data Protection issues, Record archiving and general Information Management procedures, including the acquisition, management, retention and disposal of all information both structured and unstructured.
	A	Paul Walker	Angela George	3										
	A	Fiona Rooney	Martyn Morton	3	20									On hold
	G	Fiona Rooney		3						-50				£50,000 identified from Green waste