

Copeland Borough Council Delivering Differently Programme – Progress Update

EXECUTIVE MEMBER: Councillor Elaine Woodburn
LEAD OFFICER: Paul Walker – Chief Executive
REPORT AUTHOR: Catherine McNicholas – Performance & Transformation Officer

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 £50,000.

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 which includes improving as an organisation to deliver our services and therefore deliver the Council's mission 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

A number of key changes have been made since the last report to Executive which includes:

- The Delivering Differently Programme has been reviewed to ensure all key Council and partnership projects are included in the plan, so that the overall transformation of the Council is controlled effectively (Appendix A).
- New Terms of Reference and Governance Arrangements for the Delivering Differently Board have been implemented with clear lines of accountability and clearly defined roles and responsibilities. The Chief Executive is accountable for the programme and the Directors and Heads of Services are responsible for delivering individual projects within the programme (Appendix B).
- The Delivering Differently Programme has been split into three themes (Growth, Customer and Business). Each theme has a board. The Theme Boards are responsible for the projects at an operational level and are chaired by a member of Corporate Management Team and have two Members of the Executive assigned to each board.
- A clearly defined Project Management Framework has been updated to ensure our approach to managing projects is robust. The framework is available on the Council's Intranet.

3.0 Progress to date

3.1 Growth Theme

Nuclear New Build

The project is gathering pace and momentum. We have now had first glance at the detailed work schedule which is very demanding both for NuGen, the Council and other regulators. The Council is responding by pulling together our procurement framework, and beginning to scope what this means in terms of staffing numbers, accommodation, information management, communications, legal and procurement advice.

Strategic Growth and Acquisition Plan

The Strategic Growth and Acquisition Plan is a partnership project led by BEC. It will be a technical background document looking at:

- Sites in terms of commercial potential and preferred solutions
- Long term parking strategy for Whitehaven
- Delivery models either generic or site specific
- Priority Infrastructure Planning which will support LDF allocations work and New Build legacy work
- Inform the Growth Strategy for Copeland which will be delivered in the New Year

The project is progressing well with early feedback supporting our growth preferences. More technical information will fall out of this stage, this will feed our Local Plan allocations work that will be out for public consultation in the New Year, and is generally considered to be the most high profile part of the planning process.

Work and Skills and Business Growth

We are working with partners across delivery organisations and private businesses to develop a comprehensive programme to support local people into work and close the skills gap for local businesses in the nuclear supply chain and wider service, public and third sector industries in the area. Aligned to this we are developing the evidence base and working to stimulate businesses growth in the area, supporting diversification and inward investment into the local supply chain. This will be critical to underpinning growth in the nuclear and non-nuclear sectors as part of enabling the new build programme.

3.2 Customer Theme

The Customer Services Strategy will underpin the key projects within this Customer theme group and will be revised from November 2014, utilising the internal audit report.

Abritas

Abritas is a web based database systems for Housing. This system has been purchased in order to make the management of homelessness more efficient. The system will allow easy tracking of clients from initial point of contact to re-housing, automated updates of statistics to Department for Communities and Local Government and automatic updates of all legislative and policy changes.

Abritas is now live with officers' trialling mobile devices to access data remotely.

North Gate Information Solutions - MVM Database

MVM is a database for Environmental Health and Housing Options. It has recently been updated, and now provides an efficient and time saving data management system which holds all the departments' records in one place. It allows the teams to produce pre-configured reports as well as the ability to report direct to organisations, such as the Food Standard's Agency.

A phase 2 project will bring MVM into Enforcement starting with the complaints module of the system due to 'go live' pre-Christmas.

Individual Electronic Registration

Individual Electoral Registration (IER) will give everyone who is eligible to vote control over their registration. The new online process will be quicker, convenient and more secure.

The project is now reaching completion; the canvass is underway with 8 areas from 28 completed. There has been a good telephone response to the cards left at properties. The new electoral register has by law to be published on 1 December. There were some problems with the Halarose Eros system which slowed down the earlier phases; these issues were county and country wide. However, Halarose have put fixes in place and we are currently on schedule to achieve a completed register on 1 December.

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 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.

Waste and Bereavement Services.

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

- **Waste Management.** - The present system is paper based and does not allow the waste crews to react quickly to missed bins or ad hoc requests. The current time taken to deal with a missed bin is 3 days. Trade waste is managed on a spread sheet that is locked and cannot be changed, preventing the Council from reacting quickly to requests. The project aims to remove the paper based system, build in a more responsive service and allow the growth of commercial services offered by the Waste Management Team.
- **Bereavement Services** –The current process is paper based and relies on a series of transactions by council staff and other parties feeding into the process at key points to enable an issue-free delivery of the service to the customer. The present process relies heavily on thorough checking of documentation several times by different individuals to ensure correctness. By moving to a digital system, a workflow process can be implemented that will ensure all the information and documentation is in place before the transaction can move forward.

3.3 Business Theme

Working Differently Programme

The objective of the Working Differently Programme is to identify opportunities for the Council to make the best and most economic use of its assets and resources, and to deliver services to residents in an efficient and effective manner, and at the highest levels of quality.

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.

The Workstreams that form part of the Project include Agile Working, Property Rationalisation, PFI Review and Customer Service Strategy Development.

Information Governance

The Information Governance Project is on-going work which seeks to identify the policies, strategies and documents that the Council owns and manages to ensure that they are all managed according to appropriate Policies. The Information Management Officer is beginning to start the process of mapping the work needed to be undertaken. This will involve meeting with members of Leadership and Management group and teams to discuss the scope of the work and individual needs.

Commissioning

Research has been carried out into commissioning tools and frameworks that can be applied in Copeland Borough Council, recognising this is a district authority with limited resource. Liaison with Cumbria County Council's Procurement Team including their Head of Commissioning and Procurement, to secure support for the delivery of this project.

Procurement Strategy

This project will result in the overhaul of the Procurement Strategy which ran out in 2013. The main issues that require additional consultation are in connection with social values, testing Copeland's needs against the National Procurement Strategy and ensuring the strategy is fit for purpose going forward over the next three years in terms of how we deliver our services.

Funding Requirements

There has been a delay in starting the full service reviews due to capacity issues in the programme management office. Therefore the Board is requesting release of £50,000 from the Transformation Fund to accelerate the programme of service reviews which are required to determine the best delivery option for Copeland's services. The Executive is requested to consider an initial fund of £50,000 to ensure this work is complete by the end of April. 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.

4. CONCLUSIONS

- 4.1 This report outlines some of the achievements to date and the arrangements that are in place to ensure good governance of the Delivering Differently programme.
- 4.2 The Board are requesting £50,000 in order to accelerate the programme of service reviews.

5. STATUTORY OFFICER COMMENTS

- 5.1 The Monitoring Officer's comments are: Robust governance procedures are in place to ensure decisions are taken at the appropriate level.
- 5.2 The Section 151 Officer's comments are: There is sufficient funding within the transformational reserve to fund the £50k release requested. The works need to be completed as soon as possible to enable the on-going permanent savings required to balance the authority's budgets going forward.
- 5.3 EIA Comments: The Delivering Differently Programme strives to meet a number of goals which includes improving access to services for all our communities.

5.4 Other consultee comments, if any: None.

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

6.1 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.

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

7.1 Completion of the Programme.

Appendix:

A – Delivering Differently Programme

B- Terms of Reference and Governance Arrangements

List of Background Documents:

Council Plan 2013-2015

Delivering Differently

	RAG	Senior Responsible Officer	Project Manager
Growth			
Copeland Growth Strategy		Pat Graham	
Maximise our New Homes Bonus		Pat Graham	
Capital Projects		Pat Graham	
Customer			
Customer Services Strategy	TBC	Julie Betteridge	Susan Stamper
Channel Shift	TBC	Julie Betteridge	Martin Stroud Sue Stamper
Cash Office & Payment Channel Shift	TBC	Julie Betteridge	Jill Gallespie (R&B)
Abritas for Housing Options	G	Julie Betteridge	Debbie Cochrane
Digitalisation of Waste Service	A	Janice Carrol	Andrew Carr
Capita Connect	A	Angela George	Martin Stroud
Individual Electoral Registration project	G	Paul Walker	Lindsay Tomlinson
MVM system upgrade (Environmental Health System)	G	Jackie O'Reilly	Susan Blair
E Access Planning	R	Pat Graham	John Groves
Digitalisation of Bereavement Services	R	Janice Carrol	Susan Blair
Customer projects in the pipeline			
Beacon Upgrade	A	Julie Betteridge	Elizabeth Kwasnik
MVM Enforcement		Ernie Davidson	Susan Blair
Business			
Commissioning Strategy	G	Paul Walker	Fiona Rooney
Procurement Strategy	G	Fiona Rooney	Lisa Studholme
Working Differently (Accommodation Strategy)	A	Paul Walker	Fiona Rooney
Workforce Development Strategy	R	Paul Walker	Zoe Pluckrose
Member Development Strategy		Paul Walker	Lindsay Tomlinson
Directly Elected Mayor Process	G	Paul Walker	Lindsay Tomlinson
Information Governance	R	Lindsay Tomlinson	
Revenues & Benefits Shared Service Review		Paul Walker	Angela George
a. Customer Services	R		
b. ICT	G		
c. Liberata	G		
d. RBSS			
Valuation Data Transfer	R	Fiona Rooney	Martyn Morton
Income Generation		Fiona Rooney	Ann Treble

Delivering Differently Board Terms of Reference and Governance Arrangements

“Delivering Differently –Growth, Customers & Business”

Author: Catherine McNicholas

Date: 25 September 2014

1. Purpose of Delivering Differently

- 1.1 Delivering Differently is the overall name for the major change programme which is running across the council. Its aim is to deliver the Council's mission of:

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

- 1.2 Delivering Differently will bring together and co-ordinate the complex portfolio of projects and other work, which will deliver the strategic priorities of the Council. Resulting in streamlining operations and realise benefits amounting to £2.4m by the end of 2017/18.

This 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.

- 1.3 The Delivering Differently Board will:

- Focus on the delivery of strategic outcomes rather than being involved in the day to day management of the portfolio of projects.
- Manage the 'touch points' with other strategic programmes that the Council and its partners are involved in.
- Management of risks associated with delivering the programme.
- Keep the Council on track to deliver against its priorities.

2. Scope

- 2.1 Delivering Differently is about Growth, Business and Customers therefore projects need to:

- Align with the Corporate Plan
- Demonstrate a cost saving or improved efficiency
- Include ICT enablement/utilisation including online service delivery
- Lead to change
- Focus on benefits
- Add value
- Improve service delivery to customers
- Lead to Long term community benefits

- 2.2 For Growth, projects will focus on:
- Centre of Nuclear Excellence (CoNE) including New Build
 - LEP particularly the business growth hubs delivery
 - Continuing the expected housing developments
 - Copeland Growth Strategy with a focus on Whitehaven Town Center
 - Community and sector based regeneration projects
 - Work and skills partnership activity along the ladder of progression
- 2.3 For Customer, projects will focus on:
- Customer Service Strategy
 - Channel Shift
 - Right Infrastructure for the customer
- 2.4 For Business, projects will focus on:
- Ensuring the corporate core is fit for purpose
- 2.5 The overarching success criteria of projects within the Delivering Differently Programme are that the outcomes result in streamlining operations and/or realising benefits of which should include cashable savings and delivering to evidenced customer need.
- 2.6 A checklist is contained in Appendix A which links to the budget strategy to ensure the Council achieves its savings target but also clearly allocates its reduced financial resources to its key priorities.

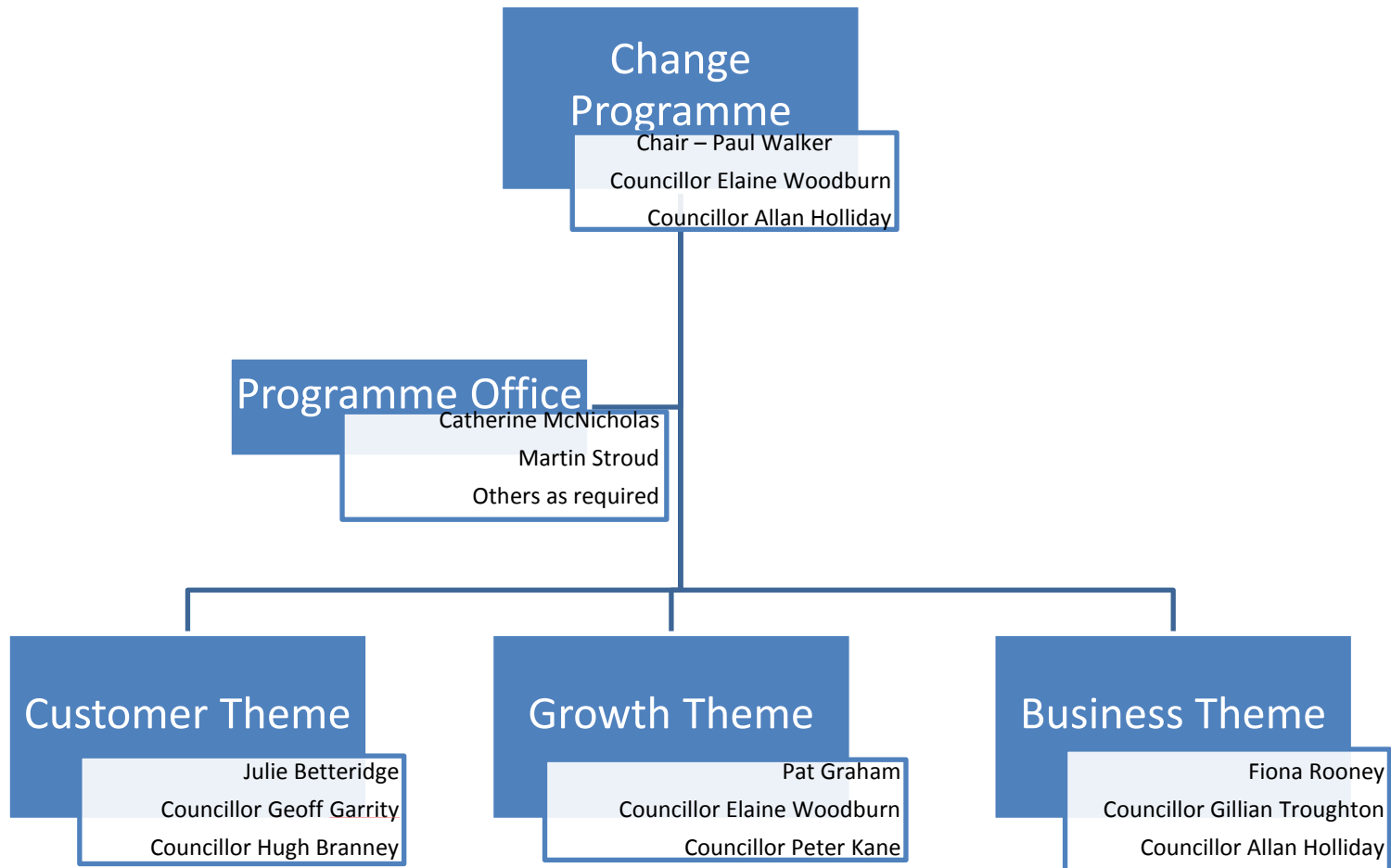
3. Governance Arrangement

- 3.1 The model in Appendix B outlines the Governance Structure for the Delivering Differently programme.
- 3.2 The Delivering Differently Board will be chaired by Paul Walker (Chief Executive), Pat Graham (Director of Economic Growth) will deputise in his absence.

In addition the Board will consist of:

- CLT members
 - Programme Manger
 - Other stakeholders as required
- 3.3 The Board will be held on a monthly basis, however the Chair shall have authority to suspend meetings or call special meetings as and when these are required. The agenda for the meetings are set and are tabled in Appendix C.
- 3.4 The Board will report progress, bi-annually to the Executive, covering an update on the programme.
- 3.5 The model on the next page sets out the Governance Structure for the Delivering Differently Board.

3.2 Governance Structure for the Delivering Differently Board.



4. Specific Responsibilities of the Delivering Differently Board

4.1 The Delivering Differently Board operates at a strategic level.

4.2 The responsibilities of the Delivering Differently Board are to:

- Commissioning new projects and other strategic initiatives.
- De-commissioning existing projects that do not align with Delivering Differently.
- Maintaining an overview of the work-streams to ensure integration and synergy between services, projects and outcomes, avoiding duplication.
- Ensuring that dependencies and risks relating to the successful completion of the Delivering Differently Programme are identified and managed.
- Have a strategic overview of risks and appropriate mitigation.
- To receive and review Project Briefs/PIDs and other associated documents.
- To receive and review highlight reports/exception reports.
- Develop a Communication Strategy and Stakeholder Engagement.
- Advising and updating the Council Executive.
- Successfully complete projects.

5. Delivering Differently Theme Boards

5.1 The Delivering Differently Programme is split into three themes (Growth, Customer and Business). Each theme will have a board. These Theme Boards will be responsible for the projects at an operational level and will be chaired by a member of Corporate Management Team and have two Members of the Executive assigned to each board.

The Customer Theme will be chaired by Julie Betteridge (Head of Customer and Community Services) supported by Susan Blair.

The Growth Theme will be chaired by Pat Graham (Director of Economic Growth) supported by Catherine McNicholas.

The Business Theme will be chaired by Fiona Rooney (Interim Director of Resources and Strategic Commissioning) supported by Catherine McNicholas.

5.2 The Boards will be made up of a virtual team which will include support from HR, Finance, ICT, Communications, Legal and Property where appropriate.

5.3 Each Board will meet once a month at least 3 weeks prior to the Delivering Differently Board. The agenda for the meetings are set and are set out in Appendix D.

5.4 The responsibilities of the Delivering Differently Theme Boards are to:

- Theme Lead to seek authority from the group and delegated to sign off appropriate documentation.
- Identifying and advising of appropriate “Invest to Save” opportunities and resourcing requirements.
- Ensuring that the Delivering Differently Programme delivers the required outcomes to agreed timescales.
- Assigning the necessary budget and resources and monitoring.
- Building a shared understanding and view on action across work-streams, organisations and stakeholders through effective engagement and communication (including staff, partners, and public).
- Reviewing updates from the Project Managers via highlight reports.
- Resolve issues and identify risks and opportunities.

5.5 The output from the Theme Boards will be to produce a highlight report to present at the Delivering Differently Board and to update the programme manager on each of the projects via the highlight reports. The report will be by exception only however, once a quarter a more detailed strategic document should be provided. These reports need to be circulated 5 days prior to the meeting.

6. Authority

6.1 The Delivering Differently Board is authorised by the Council Executive to conduct the necessary activities in accordance with the Terms of Reference.

7. Decision Making

7.1 The Delivering Differently Board has decision-making responsibilities, however, decisions that impact on services will be made by the Council’s Executive.

8. Reporting

8.1 Reporting will be by exception only through the existing framework and progress will be reported bi-annually to the Councils Executive.

9. Risks

9.1 Risks associated with the delivery of specific projects are managed and reported through corporate risk and project management processes and will be reported through to the Board via highlight reports from the Theme Boards.

10. Equality and Diversity

10.1 As part of the Council’s commitment to promoting equalities, projects will be subject to equalities impact assessments which will gather information about

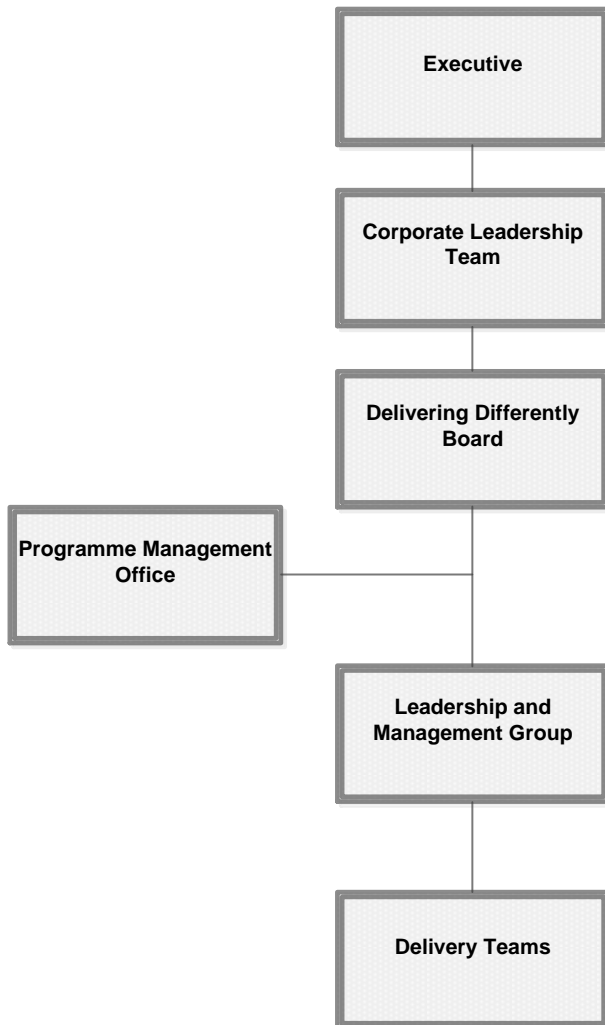
any differential impacts, or potential or perceived impacts on different groups, including all of those groups covered by the Equality Act 2010. Members will be able to use this information to support them in having due regard to their duties under the Act.

Appendix A

The following checklist (based on the Budget Strategy 15/17) will ensure the Council allocates its reduced financial resources to its key priorities.

Question	Yes/No	Comment
Is this an activity the Council needs to provide?		
Is this an activity the Council needs to fund?		
Which other local bodies could provide and fund this activity?		
How can the private sector, third sector or citizens provide or fund this activity, whole or in part?		
How is the activity essential to achieving the council priorities?		
How can we focus this activity on people most in need?		
How can we provide this activity at lower cost?		
What can make this activity more effective?		
How can we make sure that payment to service providers' links to achievement?		
If income generating, consideration of break even or surplus generation taking into account equality implications.		

Governance Structure for Delivering Differently



Executive: sets out the Council priorities and makes strategic decision

Corporate Leadership Team: own the Strategic Vision and make recommendations to Executive for key decisions. They also ensuring capacity/resource/funding

Delivering Differently Board: as set out in the document

Leadership and Management Group: project manage specific projects, used to shape projects

Delivery Teams: deliver specific projects

Programme Management Office: ensure delivery, monitoring and reporting of the Delivering Differently Programme.

Delivering Differently Board

Agenda

1. Apologies
2. Update from Themes:
 - a. Growth
 - b. Customer
 - c. Business
3. Programme Overview
 - a. Strategic Risk
 - b. Strategy Overview
4. Action Log Review
5. Finance Update – quarterly
6. Communications/Forward Plan/Staff Engagement
7. Date and time of the next meeting

Theme Board

Agenda

1. Apologies
2. Update from Project Managers
3. Risk and Strategy Implications
4. Communications/Staff Engagement
5. Date and time of the next meeting