

Report to: Corporate Issues Scrutiny Committee

Date: 20th August 2007

Report of: Director of Corporate Resources

Report No: 13

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Report Title: **Shaping Future Services – Review and Priorities**

Purpose:

The purpose of the report is to update the Scrutiny Committee on progress to date of the Council's change programme and to outline the priorities for 2007/08.

Recommendations:

1. Note and comment on the report and the progress made in implementation of Our Change Programme
2. Note the programme of projects across the Council to deliver the major service transformation we are aiming to achieve by our change programme.

Background Doc(s):

Shaping Future Services Business Case 2005
The Bolton Plan 2006

1. Background

- 1.1 In the summer of 2005 the Council set up a programme of change designed to transform the way the Council delivers services to its customers. The programme provides a framework to coordinate and prioritise changes in service delivery, previously managed separately across the organisation, in a fully integrated manner for the benefit of the customer.

Originally termed '*Shaping Future Services*' the programme is based on four broad aspects of transformation;

- Seamless Services
- Customer Access
- Shared Services (originally "Centres of Excellence")
- Local Delivery

The programme's vision is; *to put customers at the heart of everything we do* and seeks to build on the experience gained from the '*Making Change Happen*' programme. The programme is also designed to reengineer the structure and processes of the Council in order to place the organisation in a much stronger position to respond to government initiatives. For example; *Children's Act, E-government agenda, Clean Neighbourhoods and Environment Act* and more recently the *White Paper Strong and Prosperous Communities, Local Area Agreements* and the *Comprehensive Spending Review 2007*.

- 1.2 In broad terms, the anticipated benefits for customers in delivering the programme are identified as follows:

- More responsive, individualised services that are better at meeting the needs of local people
- Narrowing the gap in disadvantage between the most deprived wards and the rest of the borough
- Improved engagement with customers with greater involvement and service choice
- Improved customer satisfaction
- Single management of all customer contacts
- Migrating customers to cheaper access channels as appropriate
- Improving the efficiency and effectiveness of access points
- Transforming support services to free up professionals' time and generate efficiency savings
- An organisation that is easier and more attractive to do business with

- 1.3 The managerial realignment process of September 2005 facilitated the necessary structural changes for the programme by aligning services around common themes and key customer groups.

Processes were also developed using best practice programme and change management guidelines to establish a series of sub-programmes according to key customer groups; children, adults, businesses and our communities, as well as our internal improvement changes, i.e. Shared Services.

In total seven main delivery programmes were established on a crosscutting basis, each with a chief officer lead;

- **Children's** – Programme Director for Children's Services, Margaret Asquith

- **Adults** – Programme Lead: Director Adult Services, John Rutherford
- **Communities and Place** – Programme Lead: Director Environmental Services, Malcolm Cox
- **Business** – Programme Lead: Assistant Director Development and Regeneration, Brian Shaw
- **Access Channels** – Programme Lead: Assistant Director Corporate Resources, John Rowlands
- **Access Points** – Programme Lead: Head of Strategic Projects, Carol James
- **Shared Services** – Programme Lead: Assistant Chief Executive, David Winstanley

- 1.4 Following a programme review in January 2007 the Executive Management Team have commenced the integration of all aspects of the change programme planning and governance within the agreed Corporate Business Planning Process, to reflect the shift in the programme's lifecycle from development to delivery mode.

The agreed change provides a timely opportunity to review progress to date and priorities for new financial year 2007/08.

2 **Achievements to date**

- 2.1 Implementation of a single programme and change management approach across the organisation has significantly enhanced the Council's ability to transform services and deliver a step change in performance and outcomes.

Coordinating activity from a range of different services around common themes has reduced duplication of time and resource and increased the scale of potential benefits realisation.

- 2.2 By building a common vision with associated aims, objectives and cultural values, each centred on the needs of a single customer, the organisation now has in place a strong foundation from which to make specific changes to ways of working. For example; integrated data and information sources, single visitor reception points, shared resources such as buildings and people and mobile enabled staff deployed locally to work with individual communities.

- 2.3 Embedding the one Council, one customer approach has enabled the organisation to work across traditional departmental boundaries to drive the key cross-cutting priorities which will deliver better outcomes for our customers, and make our internal processes more efficient and effective. For example:

Remote working - a co-ordinated pilot approach of remote working models across all departments

KIM – Integrated approach to knowledge and information management

Process Improvement – review of key business processes to improve efficiency and effectiveness, become more customer responsive and cut out 'waste'

Culture – introduction of an organisational culture framework to embed a set of common cultural values necessary to deliver the new way of working

Communications and stakeholders – an integrated approach to key internal and external messages

Local delivery – providing services to local communities in a joined up and coordinated way

- 2.4 Delivery against the government's transformation agenda is also strong, reinforcing Bolton's position as one of the top performing Council's in the country. Improving the quality of people's lives by approaching service delivery from the central perspective of the customer rather than traditional departmental structures and boundaries is at the centre of the government's thinking and Bolton is well placed to respond.
- 2.5 Headline outcomes delivered by the programme thus far include;

Great Lever Neighbourhood Management

A national evaluation of Great Lever Neighbourhood Management was completed in 2006 that identified 71% of households are satisfied with the area as a place to live compared with 61% in 2003. With 81% of households defining their 'quality of life' as good.

Beacon Status (Anti Social Behaviour)

The Council has been presented with a Beacon Award for preventing and tackling Anti-Social Behaviour. In order to win Beacon status, Bolton Council demonstrated a significant reduction in people's perceptions of antisocial behaviour (ASB) in their area as well as a high level of community confidence in the ability of the council to prevent and tackle antisocial ASB and eliminate its reoccurrence in the future. Bolton also demonstrated the use of a full range of tools and initiatives to tackle ASB and that these initiatives have been instrumental in positively changing peoples' behaviour.

Bolton at Home Great Estates project

Bolton at Home Great Estates project is a major re-construction of targeted Estates. One example is the partnership working between Bolton at Home, Environmental Services and local residents to improve local neighbourhoods, such as Shepley Avenue and Hall i'th' Wood. This has resulted in proposals to improve the local environment being constructed and implemented with residents to increase their sense of ownership and commitment to their local neighbourhood.

Strategic Investment – Handleman

A £20M private investment by Handleman, a world leader in home media distribution, has resulted in 1,200 new jobs for the Borough. This is Bolton's most significant investor for 20 years and has contributed to Bolton being recognised as an investor destination of regional importance.

Vulnerable Persons Transport

The Council has merged three services to create a Council-wide Vulnerable Person's Transport section, which has delivered a more flexible and demand led service and has resulted in 285,000 more passenger journeys.

Bolton Innovation Zone

The Masterplan and Vision for Bolton's Innovation Zone: a mixed-use, leisure and knowledge-led development, which will generate over 4,000 jobs and attract £300m of new private investment to the town over the next ten years, was launched at MIPIM (Marche International des Professionnels d'Immobilier) in March. MIPIM is the world's

premier real estate and property summit, held annually in Cannes and has resulted in a significant amount of developer interest in Bolton and the Innovation Zone. This is a direct result of the leadership and co-ordination provided by the newly formed Development and Regeneration Department.

Online schools admissions system

More than 40 per cent of all applications for Bolton schools, received this year, were made online. This is the first year the e-admissions facility has been available on Bolton Council's website. And the number of parents who have embraced this new technology means Bolton is well ahead of the Government's initial target of between five and 10 percent of school admissions submitted on line during the first year.

Web One Stop Shop

Since launched at the end of 2006 usage of the Web One Stop Shop is growing at a steady pace with around 1500 self service transactions already received, enabling customers to contact the council and log service requests online at a time which is convenient for them.

Police presence in the One Stop Shop

A partnership between Access Bolton and the police, has enabled customers to have access to police services within the one stop shop environment. Operating on a trial basis to cover a police relocation, approximately 600 enquiries have so far been received by the police over the past 6 months from customers accessing council services.

High Street Library

Co-ordinated by the Access Points programme, the original High Street library has been completely redesign and rebuilt tailored to local needs. The project was carried out in consultation with local residents and community groups to ensure that the new resource accurately reflected the needs of the community.

- 2.6 A number of additional projects have delivered key achievements as a result of our change programme. They are as follows;

	Achievement	Associated programmes
1	<i>Supporting People:</i> Programme to help vulnerable people live more independently awarded Excellent Services with Excellent Prospects for Improvement	Adult Services
2	<i>Developing partnerships:</i> Innovation across environment and public health, and joint investment between social care and the PCT	Adult Services
3	<i>Neighbourhood management:</i> Expansion and mainstreaming of Great Lever and Farnworth model	Communities and Place
4	<i>Kearsley Beat Sweep:</i> Working with partners to create a high impact "clean up"	Communities and Place
5	<i>Road Safety:</i>	

	Education in deprived areas to reduce child pedestrian injuries	Communities and Place
6	<i>Safer Neighbourhoods:</i> Rolled out to all 33 Safer Neighbourhoods. We aim to have virtual Safer Neighbourhood teams comprising of PCs, PCSOs, housing and environmental staff listening and responding to community issues at a local level	Communities and Place
7	<i>Great Estates Projects:</i> Major external environmental reconstruction on target Estates	Communities and Place
8	<i>Cleaner Greener Communities Grant (Year 1 of 2):</i> Provision of Grants Pot (via CVS) for communities to make a difference to their local community	Communities and Place
9	<i>Development of Be Safe Partnership Business Model:</i> Monthly partnership operational and tasking meeting with Police to respond to hotspots of crime, ASB, drugs misuse and enviro-crime	Communities and Place / Adult Services
10	<i>Off Road Motor nuisance campaign:</i> Partnership campaign to prevent and tackle use of mini-motos, off road motorbikes, quads etc	Communities and Place
11	<i>Up to You DVD:</i> An interactive DVD for young people which highlights the consequences of behaving anti-socially, setting fires, graffiti, dropping litter etc.	Communities and Place
12	<i>Restoration and development of Queen's Park</i> Successful bid for project planning grant to support development of Heritage Lottery Funding bid for Queens Park.	Communities and Place
13	<i>Civil Engineering Framework Partnerships established</i> Now working together with selected contractors, to deliver quality of design, cost effective schemes, public/private provision of staff training and improved performance management	Communities and Place
14	<i>Town Centre Framework established</i> To secure public/private investment in highways, car parking and public realm spaces within the town centre in support of the town centre regeneration strategy	Communities and Place
15	<i>Strategic Footways</i> Improved access to public realm open spaces in support of healthy living	Communities and Place
16	<i>Partnership Plus Agreement</i> Working with key partner to improve town centre car parking security and lighting and on-street parking compliance to	Communities and Place

	improve town centre accessibility	
17	<i>GM Waste disposal contract awarded</i> Key role in developing the contract which will lead to improved efficiencies and greater investment in infrastructure to improve waste management and recycling provision for the borough	Communities and Place
18	Successful completion of Lottery-funded Transforming Your Space Programme, and ESF Global Grants Programme 2006.	Development and Regeneration
19	Enhanced online planning application service	Development and Regeneration
20	<i>Strategic Investor Success:</i> Handleman, a world leader in home media distribution investing £20M resulting in 1200 new jobs within the Borough	Development and Regeneration
21	<i>Bolton's first Food and Drink Festival:</i> Attracted an additional 200 diners and £50K in media coverage	Development and Regeneration
22	<i>Bolton Brand Award:</i> National Roses Design Award for best corporate identity	Development and Regeneration
23	<i>Food and Health:</i> ES Catering achieved compliance for all school meals menus meeting new nutrition legislation effective from September 1 st 2006. The Nutrition Based Standards are in place in all schools where ES delivers the meals	Environmental Services
24	<i>Vulnerable Person's Transport:</i> Merge of three services to create a Council-wide Vulnerable Person's Transport section, which has delivered a more flexible and demand led service and 285,000 more passenger journeys	Environmental Services / Shared Services
25	<i>Facilities Management:</i> Business Case for Shared Services provision prepared, which includes security and response, building cleaning and facilities management	Environmental Services / Shared Services
26	<i>Communications and Marketing Agency:</i> Set up of shared service for communications and marketing	Shared Services / Communications
27	<i>Fleet management:</i> Single co-ordinated replacement of the council's fleet saving £490,000 pa	Shared Services
28	<i>High Street Library:</i> Transferred successfully into a new purpose built facility on site of former library building.	Access Points

29	<i>LIFT Partnership Established:</i> Establishment of the Council and specifically Access Points involvement in LIFT Programme. Agreement made to the preferred contractor/partner for BRAHM LIFT programme.	Access Points
30	<i>Partner Involvement:</i> PCT membership on Access Points Board and active involvement in programme activity	Access Points
31	<i>The Orchards:</i> Secured the agreement of various services to work together in a multi use shared service development at The Orchards in Highfield – Farnworth	Access Points
32	Establishment of affordable warmth helpline in the contact centre and ‘Feel the Benefit’ campaign	Access Channels
33	<i>Single Business Account: Phase 1</i> Business Bolton telephone number in place	Business Bolton / Access Channels
34	<i>Joint partnership working:</i> Police Presence and enquiries in the customer one stop shop	Access Channels
35	SMART Card: Staff and citizen cards now ‘live’ enabling single access to leisure and libraries, as well as ID for staff. Number of cards issues to date: Customers – 2200, Staff - 5000	Access Channels / ICT
36	<i>Web one stop shop:</i> Single mechanism with single sign on for citizens and businesses to raise, and track progress on, service requests online.	Business Bolton / Access Channels / ICT
37	ISA: Information Sharing and Assessment system ‘live’ to internal users. Enabling shared assessment and joint working for internal children’s services professionals.	Children’s Services / ICT
38	Service integration: Positive Contributions (Early Start, Play, Youth Service and Connexions) and Extended Services	Children’s Services
39	Business Bolton Brand adopted by partners: Learning Skills Council, Bolton School, Chamber Link, NWDA, Bolton WIDE	Business Bolton
40	<i>Business Services Review:</i> Phase 1 complete	Business Bolton / Development and Regeneration
41	Remote working:	HR / ICT / Property / Children’s / Adults

	Implementation strategy, 5 pilot projects and toolkit for managers established to enable remote working across the council. Key benefits include; rationalisation of property portfolio, enhanced work-life balance, reduced mileage costs and increased productivity.	/ Environmental Services / Development and Regeneration / Corporate Resources
42	<i>Culture Change:</i> Council wide approach to develop the culture of the organisation in order to enable the new way of working. Cascade of agreed organisational values to every individual member of staff.	Change (Corporate OD)
43	<i>Developing internal capacity and capability:</i> 'Step Up' development programme for managers and communication skills for high impact presentation skills to equip managers with the skills to step up to the new way of working.	Change (Corporate OD)
44	<i>Rationalisation of property portfolio:</i> Reduction of office space by 5% by March 2007	Access Points / Property
45	<i>Integrated communications strategy:</i> Ensures single consistent messages to all staff.	Communications
46	£3.0 million efficiency savings achieved in 2007/08 budget (see Appendix 1)	ALL

3 2007/08 Future Actions

3.1 Moving forward the key actions are to build on our achievements to date, to realise the benefits and outcomes of the changes that have already been made, and to extend our successes to new areas. For example; roll out of the neighbourhood approach to new areas and increase in self-access services available via the web.

3.2 Equally, there is a need to anchor the changes made to ways of working, e.g. remote working and process improvement, by ensuring that staff have the necessary skills and competencies to implement the change.

By developing internal capacity in key areas such as programme management and service reviews, the organisation will rely less on external support, i.e. 'grow your own approach'. A revised Organisational Development programme is currently underway to support the new way of working.

3.3 Specifically, the four themes of the change programme will continue to be the focus for priorities.

- Customer Access
- Seamless Services
- Shared Services and Resources
- Local Delivery

Under each theme there are a number of projects and action initiatives to deliver, planned for the next 12 months (which may be added to during the year), each of which will be monitored by the appropriate SIAPs (Service Improvement Action Plans);

	Actions	Timescales	Associated programmes
	Customer Access		
1	Opening of Town Centre Opportunities shop Complete – now in operation on Newport Street	May 07	Development and Regeneration / Business Bolton
2	<i>Single Business Account: Phase 2</i> Increase in services available from one point of contact and dedicated business team within the contact centre.	Jan 08	Business Bolton / Access Channels
3	<i>Business Services Review:</i> Phase 2 implementation	Summer 07	Business Bolton / Development and Regeneration
4	<i>Customer Services Division phasing plan:</i> Inc. tourism enquiries, the Blue Badge Service and transfer of social care enquiries and reception point.	Ongoing 07/08 Specifically; Tourism May 07, Smartcard administration June 07, Social Care enquiries & Reception Point Sept 07	Access Channels
5	Supported self access via Web One Stop Shop in new environment	Oct 07	Access Channels
6	<i>Smart Card:</i> Leisure card, benefits, council tax, rent payments and transport.	Sep 07 – Mar 08	Access Channels / IT
7	<i>Access Points borough wide and programme approach:</i> Extended Services, Children's Centres and LIFT project	Ongoing 07/08 Specifically; Extended Services in 40 schools by Aug 07, Alistair Ross completion Sept 08	Access Points / Children's Services
8	<i>Individual Access Point developments:</i> Driving key projects, e.g. the Orchards, High Street library etc. High Street now open	Ongoing 07/08 Specifically; Orchards completion Mar 08, High St Library official opening May 07	Access Points / Children's Services / Adult Services / Property
9	Extension of participation standards to design of new services, e.g. extended services and children's centres	Ongoing 07/08	Children's Services

	Local Delivery		
1	<i>Neighbourhood Management Approach:</i> Borough-wide roll out of approach, with further roll out to Halliwell and Crompton based on learning from Great Lever pilot and Farnworth neighbourhood management	Jun-Dec 07	Communities and Place
2	Rollout of Beat Sweep incorporating other services into the Beat Sweep	07/08	Communities and Place
3	<i>Green Flag Award Scheme:</i> Submission to obtain green flags for parks Moss Bank and Leverhulme – now achieved	Jun 07	Communities and Place
4	<i>Roll out of Burgundy Bins</i> Roll out across the borough to replace green boxes and to include the collection of cardboard, to increase recycling rates	07/08	Communities and Place
5	<i>Introduction of Bus Lane enforcement</i> To reduce congestion, air pollution and greenhouse gasses, through the increased take up of public transport	07/08	Communities and Place
6	<i>Implementation of the Play Strategy</i> Heritage Lottery grant of c £700k secured to improve play provision in support of healthy living and child development	07/08	Communities and Place
7	<i>Successful development of Neighbourhood Action Plans as part of Local Delivery</i>	07/08	Development and Regeneration
8	<i>Access Points Geographical Area Approach: Phase 1</i> Planning taking place with partners with a view to developing an outline strategy by December 2007.	Dec 07	Access Points
9	Locality based pilots in Farnworth and Great Lever	Ongoing 07/08	Adult Services / Communities and Place / Environmental Services / Development and Regeneration / Children's Services
	Seamless Services		
1	Continue to develop Bolton Community Homes model of Joint Management of Services	Ongoing 07/08	Development and Regeneration
2	Implementation of organisation wide workforce development strategy Draft plan now in place.	Ongoing 07/08	HR lead (all programmes affected)

3	Review of key business processes: Programme of reviews across priority areas with associated training and development package to develop internal capacity. Briefing sessions - September	May-Dec 07	Adult Services lead with support from Change / Corporate OD (all programmes affected)
4	Remote working: Finalise evidence based business case following pilot projects	Jan – Dec 07	HR / ICT / Property / Children's / Adults / Environmental Services / Development and Regeneration / Corporate Resources
5	Development of Strategic Commissioning Framework	Ongoing 07/08	Adult Services
6	KIM (Knowledge and Information Management): Development of fully functioning Internet and Intranet	Ongoing 07/08	Legal and Democratic Services
Shared Services and Resources			
1	<i>Rationalisation of property portfolio:</i> Reduction of office space.	Moving towards 20% by March 2010	Access Points / Property
2	Reengineering of Facilities Management service	Apr-Dec 07	Shared Services Environmental Services / Property
3	Strategic review of HR / Organisational Development / Health and Safety	Ongoing 07/08	Shared Services
4	Corporate admin services review Pilot of recommendations by Capita	Ongoing 07/08	Shared Services
5	<i>Vulnerable Person's Transport: Phase 2</i> External partner involvement SLA with Age Concern July 07	Apr-Dec 07	Shared Services / Environmental Services

4 **Recommendations**

- 4.1 Note and comment on the report and the progress made in implementation of Our Change Programme
- 4.2 Note the programme of projects across the Council to deliver the major service transformation we are aiming to achieve by our change programme.

Appendix 1: 2007/08 Change Programme Budget Savings

£000

Communities & Place & Environmental Services

Changes to employment practices within environmental management	245
Introduction of combined paper & cardboard collections	100

Improved productivity within highway services	120
Deletion of posts	140
Realignment of service management & support	90
Management & Admin Savings	120

Children's

Realignment of Posts/Management Changes	131
Info Management/Data Collection Redesign	200

Corporate

Systems Savings	135
Deletion of Posts	141
Corporate Property	103
Cashiers	100
Recruitment Efficiencies	20
Admin Secretarial Support	43

Adults

Realignment Environmental Health Service	170
Libraries/TIC Services	130
Redesign Supporting People Team	40
Befriending Scheme to Voluntary Sector	60
Reduce and Realign HR Function	500
Reduce and Realign Admin	350
Reduce Financial Admin Staff	40

	2,978
