

# Resources Overview and Scrutiny Panel

Agenda Item:  
**A.3**

Meeting Date: 4th April 2013  
 Portfolio: Finance, Governance and Resources  
 Key Decision: No  
 Within Policy and Budget Framework  
 Public / Private Public  
 Title: TRANSFORMATION BOARD  
 Report of: Deputy Chief Executive  
 Report Number: SD 04 13

**Purpose / Summary:**

The purpose of this report is to inform members of the Resources Overview and Scrutiny Panel on the work of the Transformation Board.

**Recommendations:**

The Panel is asked to scrutinise and comment on the work of the Transformation Board as described in this report.

**Tracking**

Executive:	
Overview and Scrutiny:	
Council:	

## **1. BACKGROUND**

**1.1** The Transformation Board was formed in the latter part of 2011 in response to the developing array of transformational activities.

The purpose of the board is to develop, co-ordinate and manage transformation activity across the Council and ensure that service improvements and savings are delivered in line with the Corporate Plan and Medium Term Financial Plan. The team is chaired by the Deputy Chief Executive and includes the Directors and other key support officers from across the authority.

## **2. PROPOSALS**

### **2.1 Summary of Transformation activity 2012/13**

Transformation activity in the last year has focused on delivering the required savings of £1.38m as set out in the Medium Term Financial Plan.

The initial process was to deliver 10% savings across all Directorates. The new Administration made some changes to the proposals in order to minimise redundancies. The resulting programme of work was then scheduled for implementation October 2012 – early 2013/14. The Transformation Board has co-ordinated and monitored this programme including scheduling the support services required to aid delivery.

Below is a summary of activity within each Directorate –

### **Community Engagement**

Savings totalling £205k have been identified through

- Restructure of the Customer Contact Centre
- Restructure of Communities, Housing and Health
- Reconfiguration of DFGs
- Savings through IT transformation in Customer Contact Centre
- Non staff savings

It is envisaged that the savings will be delivered by the end of April 2013.

### **Local Environment**

Savings totalling £300k have been identified in this Directorate. Activities to deliver these savings include reduction / change in CCTV provision, move to management of allotments by set up of mutuals and other Directorate savings of £22k. Non staff savings and overtime reduction have already been delivered.

The Directorate has also transformed the highways function, returning claimed rights to the County Council on 1<sup>st</sup> April 2013. A small team has been set up to resource highways work that remains the responsibility of the City Council eg. street lighting, drainage, advice. This initiative has been able to extinguish the significant overspend in this service (£400k in 2013/14).

### **Economic Development**

Savings totalling £154k have been identified in this Directorate. These are currently being delivered through a service restructure, grant reductions and overtime reduction.

### **Resources**

Savings totalling £235k have been identified in this Directorate. These are currently being delivered through service restructures in Finance, ICT, HR, Buildings and Facilities, non staff savings and a reduction in overtime.

### **Governance**

Savings totalling £41k have been identified in this Directorate. Lean system reviews are in progress and are delivering more efficient ways of working. The accumulative savings have not yet been identified but should be achieved by 1<sup>st</sup> April 2013. Other savings delivered relate to a reduction in town twinning, the Civic dinner and a reduction in non staffing and overtime.

### **Chief Executive's Team**

Savings totalling £91k were identified in the Chief Executive's Team and have all been delivered through a reduction in the training budget, reduction in non staffing and overtime budgets and through a revised way of working in regard to emergency planning and risk management.

### **Other transformation activities**

Other transformation activities that have been closely monitored by the Transformation Board include the Automating Services project and lean system reviews that have taken place. The following are summaries of projects' progress to date.

## Automating Services Project Phase 1

Carlisle City Council's Automating Services Project went live in January 2013 with the first service which is Council Tax. The service allows customers to register for a PIN number which then gives them access to look at their Council Tax details on-line. Customers can also register to receive e-bills rather than paper copies as well as give details to amend their account and sign up for Direct Debit via the website.

The other modules ready to go live are Housing Benefits and Business Rates. IT services staff are receiving training so that future modules can be built "in house". Any savings in stationary and postage costs will be achieved for Carlisle City Council as opposed to the Revenues & Benefits Shared Service. Additional benefits of this fully automated end to end process include 24/7 access to services for customers.

## Lean System Reviews

A series of Lean Systems Reviews have taken place in the last year. Lean is a tool for continuous, incremental improvement that delivers customer value and eliminates waste. It is one of the methodologies currently being used for service reviews that ensures services are fit for purpose and are affordable.

A training course in Lean Systems Thinking was devised within Carlisle City Council in early 2012. Two cohorts of employees (24 staff) have been through the training since February 2012. As part of the course delegates are asked to manage an improvement project of their own using the Lean Systems Thinking framework. The following table lists some of those projects including tangible savings

Reviews	Improvements/Savings
Waste Tipping	Reduce use of skips for litter Process and re-use green waste on parks - £10,000; £30,000 investment
Development Control (DC)	Less legwork Reduced mileage More sites visited per day
Vehicle Fuel	Changing fuel supplier: - £1,250 off cost per litre of fuel pa - £2,000 through greater choice of filling stations pa Fitting fuel-saving devices to vehicles - £2,000 per vehicle pa
Council Tax Refunds	Reduction in the number of errors
Communications in Legal Team	Reduction in postage costs Staff time saving on "trivial emails"

<b>Reviews</b>	<b>Improvements/Savings</b>
Vehicle Enforcement	Reduce the number of failure demand and additional/repeat calls for service.
Waste Receptacle Replacements	Reduce number of bins lost or stolen Saving on staff time
Creditors	Staff time savings Faster and more accurate invoicing Better discounts
Enterprise Centre	Removal of duplicate steps in work processes Staff time saving
Sickness Absence	New procedures have contributed to a predicted 10% reduction in sickness.

<b>Ongoing reviews</b>	<b>Proposed Savings</b>
Letters regarding outside bodies now sent via e-mail	Estimated £1842 pa included in Governance transformation savings target of £5k.
Letters regarding Mayoral transport now sent via e-mail	
Letters & cheques to Carlisle Educational Charity now via e-mail and BACS	
Reduction in use of minute book	
Electoral Registration changes in tickets & letters	
Enforcement Function in DC	In formulation & Implementation Stage
General – Streamlined Paperwork	Savings not defined
Council Tax Refunds	Savings by migration to BACS from cheque.
Council Tax Control Functions	Savings not defined.
Job Evaluation	Final stages of review. More efficient procedures to be introduced 1 <sup>st</sup> May 2013.
Abandoned Vehicles	To be completed in 2013

## **2.2 Transformation programme 2013/14**

Out of the £1.38m noted above, £420k still needs to be found. Also, due to reductions in fees and charges income (and other budget pressures) an additional £172k needs to be identified, bringing the total to approximately £592k as identified in the 2013/14 budget and MTFP. Work with Portfolio Holders is currently identifying transformation initiatives to deliver these savings during 2013.

The Transformation Board will assist in co-ordinating the savings initiatives once agreed.

### **3. CONSULTATION**

**3.1** Consultation is dealt with within each separate action.

### **4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

**4.1** The Panel is asked to scrutinise and comment on the work of the Transformation Board.

### **5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

**5.1** Transformation of services contributes to a number of priorities in particular 'Together we will make Carlisle clean and tidy'.

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**Appendices None  
attached to report:**

**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:**

- **None**

### **CORPORATE IMPLICATIONS/RISKS:**

Any risks associated with transformation are identified and recorded according to the Council's Risk Management Policy.