



# **ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL**

## ***Panel Report***

**Public**

**Date of Meeting: 20 OCTOBER 2011**

**Title: TRANSFORMATION PROGRAMME**

**Report of: ASSISTANT DIRECTOR (ECONOMIC DEVELOPMENT)**

**Report reference: ED 36/11**

### **Summary:**

The purpose of this report is to brief Overview and Scrutiny on the next phase of the transformation programme for the Economic Development Directorate. The Council's Transformation Programme needs to realise savings of £3 Million over three years to bring the Council into a more balanced financial position. In 2010/11 the restructure proposals for the Economic Development Directorate affected Planning, Economic Development and Building Control, excluding Tourism and the Enterprise Centre, generating savings of £208,000 in 2010 and £241,000 from 2012/13.

Tourism and the Enterprise Centre are identified in the Corporate Plan for review. In addition, as part of our vision to be a customer focussed organisation, we will be carrying out a review of business processes / lean systems review, the first of which will be Planning and will take place in 2012.

**Contact Officer: Jane Meek**

**Ext: 7190**

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

## **Background**

The City Council is undergoing a Transformation Programme in order to realise savings of £3 Million over three years to bring the Council into a more balanced financial position.

Within the Economic Development Directorate, the transformation process was split into phases over 2 years 2010 and 2011. The first phase set the overall structure including the management team and phase 2 related to all staff below the level of Service Managers across the 3 sections of Planning, Economic Development and Building Control, excluding Tourism and the Enterprise Centre. These proposals have now been implemented generating savings of £208,000 in 2011/12 and £241,000 from 2012/13 onwards.

## **Next Steps**

The Corporate Plan identifies Tourism and the Enterprise Centre for review this year.

Each review will look at the following:

- Rationale - Why do we provide the service? Is it better delivered by others?
- Efficiency – outputs and costs, can other do it more cost effectively?
- Economy – benchmarking, how do others deliver similar services?
- Effectiveness – Achievement of objectives and customer satisfaction.
- Impact – Effect on strategic objectives and wider community.

The review process will include the following:

1. Establish Project Board
2. Scope out review
3. Workshops with Members
4. Service Audit Reports
5. Leans Systems Reviews
6. Consultation and briefings with staff and key stakeholders
7. Identify and agree options

## **Tourism Review**

The review will take in all of the Tourism Development and Support Services currently delivered by the City Council.

These include:

- i) Marketing and promotion – market development, branding, promotional activity and literature.
- ii) “Discover Carlisle” Website – ongoing development, support and commercial potential.
- iii) Events Programme – connectivity with Community Engagement and other delivery partners.
- iv) Skills Development and business support for the retail, hospitality and catering sectors.
- v) Visitor Information Service including the TIC at the City Council owned Town Hall, and the seasonal TIC at Brampton. This will sit alongside the ongoing project development of potential refurbishment of the Old Town Hall, including the future use of the Assembly Rooms and required repairs to the fabric of the building.
- vi) Ongoing Partnership working with external organisations – primarily Cumbria Tourism and Hadrian’s Wall Heritage Company.
- vii) Connectivity of Tourism Development and Information Services with the proposed City Centre Management regime and formation of a city centre focused Business Improvement District.

The programme is:

<b>Stage</b>	<b>Planned Start Date</b>	<b>Planned End Date</b>
Review of current information to establish current position and purpose of the OTH (incl. Property condition), Service and Staff	3 Oct 2011	30 Oct 2011
Identify and agree options.	30 Oct 2011	30 Dec 2011
Options Appraisal: Testing of options in terms of impact	1 Dec 2011	10 Feb 2012
Personnel support (if required)	1 Dec 2011	10 Feb 2012
Agreement of preferred option	7 Feb 2012	6 Mar 2012
Implementation	1 Apr 2012	30 Jun 2012

## **Enterprise Centre**

As set out in the Corporate Plan, the objective is to review the role of the Enterprise Centre and work with key partners to provide Start Up and Small / Medium Enterprise business space and support.

This transformation plan anticipated savings of £40,000. As Members will be aware, an Overview and Scrutiny Task and Finish Group is currently looking at the Enterprise Centre to determine the efficiency, effectiveness and value for money of the current provision of managed workspace at the Enterprise Centre. The Task and Finish Group is due to report to Overview and Scrutiny Panel in December and then to Executive in January 2012. This will link into the overall review of the Enterprise Centre.

The programme is:

<b>Stage</b>	<b>Planned Start Date</b>	<b>Planned End Date</b>
Review of current information to establish current position and establish purpose of Centre in Economic Development terms.	1 Sep 2011	12 Oct 2011
Identify and agree options	12 Oct 2011	19 Oct 2011
Initiate HR procedures	19 Oct 2011	30 Jun 2012
Options Appraisal: Testing of options in terms of impact – cost / staffing / delivery of aims (incl. Consultation)	20 Oct 2011	19 Jan 2012
Agreement of preferred option (report through SMT/JMT/Exec/O&S)	19 Jan 2012	6 Mar 2012
Implementation	12 Mar 2012	30 Jun 2012

### **Impact assessments**

**Does the change have an impact on the following?**

<b>Equality Impact Screening</b>	<b>Impact Yes/No?</b>	<b>Is the impact positive or negative?</b>
----------------------------------	-----------------------	--

Age	<b>Yes</b>	<b>Due consideration is being given</b>
Disability	<b>Yes</b>	<b>Due consideration is being given</b>
Race	<b>Yes</b>	<b>Due consideration is being given</b>
Gender/ Transgender	<b>Yes</b>	<b>Due consideration is being given</b>
Sexual Orientation	<b>Yes</b>	<b>Due consideration is being given</b>
Religion or belief	<b>Yes</b>	<b>Due consideration is being given</b>
Human Rights	<b>Yes</b>	<b>Due consideration is being given</b>
Health inequalities	<b>Yes</b>	<b>Due consideration is being given</b>
Rurality	<b>Yes</b>	<b>Due consideration is being given</b>

**If you consider there is either no impact or no negative impact, please give reasons:**

.....

.....

.....

**If an equality Impact is necessary, please contact the P&P team.**