

Central
Bedfordshire
Council
Priory House
Monks Walk
Chicksands,
Shefford SG17 5TQ



**TO EACH MEMBER OF THE
BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE**

18 December 2009

Dear Councillor

**BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE - Monday 21
December 2009**

Further to the agenda and papers for the above meeting, previously circulated, please find attached the report and appendix for Agenda Item 10, which were marked to follow on the agenda.

9. Draft Budget 2010/11 to 2014/15

Members are asked to note that Corporate Resources OSC considered the whole budget in detail including the corporate assumptions. Business Transformation OSC will be focusing on the Business Transformation element only but have before it the whole budget report for context.

10. Business Transformation Strategy

The report provides an update on the current progress of the Total Place Pilot Project as a forerunner to and illustration of the principles which will be embedded within the Business Transformation strategy.

Should you have any queries regarding the above please contact Democratic Services on Tel: 0300 300 4032.

Yours sincerely

Martha Clampitt,
Democratic Services Officer
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Meeting: Business Transformation Overview & Scrutiny Committee
Date: 21st December 2009
Subject: Business Transformation Strategy – phase 1 - Total Place Pilot project
Report of: Richard Ellis, Director of Business Transformation
Summary: The report provides an update on the current progress of the Total Place Pilot Project as a forerunner to and illustration of the principles which will be embedded within the Business Transformation strategy.

Contact Officer: Clive Jones, Assistant Director of Business Transformation and Customer Service
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

(How do the recommendations contribute to achieving CBC's policy aims and objectives?)

Financial:

The Total Place Pilot recommendations if implemented fully will contribute to the efficiencies programme by reducing the overall Public Sector spend and Central Bedfordshire revenue expenditure and the financial implications are set out in the report.

Legal:

Consultation on the proposals will be undertaken with all stakeholders.

Risk Management:

The authority will follow the principles of programme and project management contained within the "Managing Successful Programmes" and "Prince II" methodologies that embed full risk management processes. A risk log will be established and appropriate mitigation activities identified to minimise the risks.

Staffing (including Trades Unions):

Total Place will require organisations in the Public Sector to work closer together and the staff associations will be fully consulted as soon as possible as soon as any organisational changes are identified.

Equalities/Human Rights:

A full equalities impact assessment will be undertaken of the final Business Transformation Strategy.

Community Safety:

There are no direct implications, though changes to services may impact on the authorities capacity to deliver against it's corporate priorities.

Sustainability:

If the recommendations of the Total Place Pilot are implemented it should contribute to a reduction in the Carbon Footprint citizens are creating in accessing current service provision.

RECOMMENDATION(S):

1. that the

- (a)** BT O&S committee note the progress made to date on the Total Place Pilot project and provide comment for inclusion in the final Business Transformation Strategy..
- (b)** BT O&S Committee consider the proposed briefing process to secure endorsement of the final Total Palace report and Business Transformation Strategy via the Executive

BACKGROUND INFORMATION

1. At the 17th February 2009 Executive, the Business Transformation Framework was presented. This identified the two key strands to Business Transformation planning to be:
 - The development of a medium term Business Improvement Plan
 - The development of a longer term Business Transformation Programme
2. At the 14th April 2009 Executive, the principle of a Business Improvement Plan, defining the key improvement activities being undertaken in the first few months was accepted. The commitment was given that once the new Executive and Management Team were in place the transformation programme would be further developed.
3. The Business Transformation strategy is due to be presented to the Executive in February 2010.
4. A key contributor to the development of the Business Transformation strategy will be the findings emerging from the Total Place pilot project

5. Central Bedfordshire and Luton Borough Council are jointly one of the 13 national pilots for the Total Place programme, aimed at driving service quality improvements and efficiencies in public services, through more effective partnership working. The timetable for the Total Place Pilot dictates that the final report and outline business case needs to be submitted to the Leadership Centre for Local Government by 5th February 2010.
6. The Final Report will need the endorsement of all key stakeholders involved in the pilot, including the Executive of Central Bedfordshire Council.
7. The Total Place pilot project has been driven within a very tight timeframe, dictated by central government. Inevitably, there is still much work to be undertaken to produce the final report, and at this stage it must be recognised that the following report is very much work in progress.

CONTEXT

8. Previous reports have outlined the background to the National Total Place pilot project. The development of the themes to be investigated and the high level “counting” exercise (identifying the totality of public expenditure in Central Bedfordshire and Luton) were summarised in the Interim report submitted to Central Government in September 2009. The overarching theme was identified as.... “From dependence to self-reliance”. This was then split into two sub-themes which were worked on in parallel – Integrated Offender Management and Access to Benefits.
9. The “Deep dive” process undertaken throughout November, was split into two phases for each of the two sub-themes:-
 - Grasping the situation – an analysis of the current position, identifying the customer experience, the agencies involved, the systems and processes, and the resources employed.
 - Future model – identifying the optimum delivery model for the future, on the basis of customer experience(value) and efficiency of operation.
10. The methodology employed throughout was based upon a Lean Systems Thinking approach, which seeks to optimize customer value and eliminate “waste” in the system.
11. The “Deep Dive” process engaged over 250 colleagues from stakeholder organisations in 47 different workshop sessions – an intensive programme of work, but very effective in delivering the necessary outputs, as outlined in Appendix 1.
12. Proposed content of the final report is outlined at Appendix 2.
13. The most up to date draft of the final report will be discussed at the Overview & Scrutiny meeting in January 2010.
14. Any recommendations emerging from that discussion will be used to inform the development of the overarching Business Transformation strategy, which will come to the Executive in February.

FINANCIAL AND OTHER IMPLICATIONS

15. Until the outline business case is established, the resource implications are unknown. The final report is seeking an “in principle” agreement from all stakeholders to progress to a more detailed implementation plan, which will identify resource requirements and the governance arrangements (and key accountabilities) for the project going forward. Any detailed business case that is then produced will identify specific resource implications, which will require approval via the necessary authorities

ENGAGEMENT

16. The pace with which we have had to drive this project has meant that we have not been able to engage with all stakeholders as we would have liked, given that the focus has been very much on task delivery.
17. We are now producing a Comms/Engagement plan to ensure all key stakeholders are aware of what the project is about, the key findings and the implications going forward.
18. Briefing sessions are now lined up with:-
 - Overview and Scrutiny Task Group
 - Business Transformation OSC (21st December)
 - Business Transformation Champions group (10th December)
 - Corporate Management Team (16th December)
 - Leadership Team meeting (5th January)
 - All Members briefing (early January)
 - Executive (12th January)
 - Business Transformation OSC (25th January)
 - Executive (9th February)
19. In addition, a wider Communications plan is being developed for all staff and members. This will focus on the findings of the pilot project, how we have gone about it and the key benefits we are looking to derive from it. Crucially, it will stress the fact that the Total Place pilot signals a new way of working for the Council and it's partners and will form a critical component of our overall Business Transformation strategy going forward.

RECOMMENDATIONS

20. That BT O&S Committee note the progress made to date on the Total Place Pilot project and provide comment for inclusion in the final Business Transformation Strategy..
11. That BT O&S Committee consider the proposed briefing process to secure endorsement of the final Total Palace report and Business Transformation Strategy via the Executive.

Appendices:

Appendix A – Presentation slides – Total Place Pilot project progress to date.

Appendix B - Proposed content of the final Total Place report .

Background Papers: (open to public inspection)

None.

Location of papers: Priory House, Chicksands

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TOTAL PLACE FEBRUARY CONTENTS LIST

Chapter	Title	Notes	Lead Responsibility
1	Executive Summary		
1.1	Current Situation <ul style="list-style-type: none"> • Customer experience • Processes/systems • Resources/costs 		Robin/Ian/Georgina
1.2	New world: <ul style="list-style-type: none"> • Customer experience • Processes/systems • Resources/costs 		Robin/Ian/Georgina
1.3	Benefits: <ul style="list-style-type: none"> • Customer value – improved experience • Efficiencies/savings 		Robin/Ian/Georgina
1.4	Outline of next steps: <ul style="list-style-type: none"> • Very top level implementation plan • Governance 		Robin/Ian/Georgina
1.5	- Issues for escalation - Challenges facing the project locally		Robin/Ian/Georgina
1.6	Learnings: <ul style="list-style-type: none"> • What can we share? • What is transferable? 		Robin/Ian/Georgina
2	Background and Context		
2.1	About Central Bedfordshire and Luton	As per September	No action
2.2	Governance of the Pilot	Updated to include LCJB	Robin Porter
2.3	Customer Insight	Updated to reflect old (pre additional funding) paradigm	Sue Nelson
2.4	Background on the Central Bedfordshire LSP and the Luton Forum	As per September	No action
2.4.1	Luton Forum	As per September	No action
2.4.2	Central Bedfordshire LSP	As per September	No action
2.4.3	Local Criminal Justice Board		
2.5	Overview of the key challenges for the area	As per September	No action
2.5.1	Luton	As per September	No action
2.5.2	Central Bedfordshire	As per September	No action
3	Methodology	Update	Ian

3.1	Lean	Received in Oct- needs to be stitched into the report	Ian
3.2	Customer Insight	New detail	Sue
3.3	Broad Methodology for High Level Spend Mapping	As per September	No action
4	Public Sector Spending in Central Bedfordshire and Luton		
4.1	High Level Spend Mapping	Update to pick up errors	Jean/Emma
4.2	Organisation funding mapped against the partnership themes	Update to pick up errors	Jean/Emma
5	'From Dependence to Self- Reliance'	As per September	No action
5.1	Background	As per September	Ian to update
5.2	Access to Benefits	Write up of the 27 th Nov presentation	Ian
5.2.1	Current situation: Processes/systems	Write up of the 27 th Nov presentation	LT
5.2.1.1	Issues Identified	Write up of the 27 th Nov presentation	LT
5.2.1.2	Customer Insight	New work	Sue
5.2.1.3	Current Financial Situation Resources/costs	New work	LT
5.2.1.4	Stakeholder Map	New work	Ian
5.2.2	The Vision	Write up of the 27 th Nov presentation - Objectives	Ian
5.2.3	Business Case- intro	New work	Ian
5.2.3.1	Options	Write up of the 27 th Nov presentation	Ian
5.2.3.2	Future Model Customer experience Processes/systems	Write up of the 27 th Nov presentation	Ian
5.2.3.3	Benefits: • Customer value – improved experience • Efficiencies/savings	Write up of the 27 th Nov presentation	Ian
5.2.4	Financial Analysis	New work	LT/Jean
5.2.5	Local and National Challenges and Barriers	Write up of the 27 th Nov presentation	LT input/Ian
5.2.6	Other risks	New work	Ian
5.2.7	Implementation Plan- Quick wins	New work	Ian

5.2.8	Implementation Plan- Longer term	New work	Ian/LT
5.2.9	Investment Appraisal	New work	Ian/LT
5.3	Integrated Offender Management	Write up of the 27 th Nov presentation	NV
5.3.1	Current situation: Processes/systems	Write up of the 27 th Nov presentation Katie to provide data	LT Katie
5.3.1.2	Issues Identified	Write up of the 27 th Nov presentation	Debbie to lead LT/NV/Greg to assist
5.3.1.3	Customer Insight	New work	Sue
5.3.1.4	Current Financial Situation Resources/Costs		LT/Sam
5.3.1.5	Stakeholder Map		NV
5.3.2	The Vision	New work- Objectives	NV- Katie to sign off
5.3.3.1	Business Case- intro		Nick
5.3.3.2	Options		Nick/Katie/Greg
5.3.3.3	Future Model Customer experience Processes/systems		Nick/Katie/Greg
5.3.3.4	Benefits: • Customer value – improved experience Efficiencies/savings		Nick/Katie/Greg
5.3.4	Financial Analysis		Nick/Katie/LT
5.3.5	Local and National Challenges and Barriers		Nick/Katie/Greg
5.3.6	Other risks		Nick/Katie
5.3.7	Implementation Plan- Quick wins		Nick/Katie
5.3.8	Implementation Plan- Longer term		LT/Nick/Katie
5.3.9	Investment Appraisal		LT/Katie
6	Communications and Engagement		Rik
7	Key learning points and sharing the learning		LT/Sue
	TBD		
	The total costs of TP through Discretionary effort		Sue
8	The Way Forward		RP

Appendix B

8.1	Local Governance	TBA	RP
	Other themes	TBA	RP
	Utilising National Learning	TBA	RP
	Post 5 Feb	TBA	RP
9	Appendices		
	Luton Forum LAA Indicators	As per September	No action
	Central Bedfordshire LAA Indicators	As per September	No action
	Additional Financial Information		
	Unemployment Statistics		
	Integrated Offender Management A3		
	A2B A3		
	The Programme		James Herd
	[Approach to delivery of the Sub themes]		
	Meeting Matrix and Attendees		James Herd
	IOM PROCESS Map		LT
	A2B PROCESS Map		LT