

## CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE** held at Room 15, Priory House, Monks Walk, Shefford on Monday, 21 December 2009

### PRESENT

Cllr M Gibson (Chairman)

Cllrs R A Baker  
Mrs A Barker  
J A E Clarke

Cllrs D J Hopkin  
J G Jamieson

Apology for Absence: Cllr Cllr R W Johnstone

Member in Attendance: Cllr R C Stay

Officers in Attendance:	Mr P Ball	Finance Manager
	Miss H Bell	Democratic Services Officer
	Mr B Carter	Overview & Scrutiny Manager
	Mr R Ellis	Director of Business Transformation, CBC
	Mr C Jones	Assistant Director Business Transformation & Customer Services
	Mr G McFarlane	Acting Assistant Director Human Resources and Organisational Development
	Mr I Porter	Assistant Director Policy, Partnerships & Performance
	Mrs G Stanton	Assistant Director Communications

#### BT/09/52 **Chairman's Announcements and Communications**

The Chairman announced that Item 10 relating to the Business Transformation Strategy would be considered as the first agenda item, followed by Item 11.

#### BT/09/53 **Minutes**

It was noted that the minutes from the meeting held on 23 November 2009 were to date not available and would therefore be considered at the next meeting of this Committee, to be held on 25 January 2010.

BT/09/54 **Members' Interests**

(a) **Personal Interests:-**

None.

(b) **Personal and Prejudicial Interests:-**

None.

(c) **Any Political Whip in relation to items in the Agenda:-**

None.

BT/09/55 **Petitions**

The Chairman announced that no petitions had been referred to this meeting.

BT/09/56 **Questions, Statements or Deputations**

The Chairman announced that no questions, statements or deputations has been received.

BT/09/57 **Call-in**

The Chairman announced that no call-ins had been referred to this Committee.

BT/09/58 **Disclosure of Exempt Information**

There were no disclosures of exempt information.

BT/09/59 **Business Transformation Strategy**

The Committee received and considered a report of the Director of Business Transformation that was circulated subsequent to the despatch of the Agenda.

The report provided a detailed update on the current progress of the Total Place Pilot as a forerunner to and an illustration of the principles which would be embedded within the Business Transformation Strategy.

The Committee noted a detailed presentation outlining Total Place, a copy of which is attached to these minutes.

Following on from the presentation, the Committee noted that the final report was due to be submitted to the Leadership Centre for Local Government by at the latest 5 February 2010.

Significant concern was expressed by many Members of the Committee that the Total Place strategy was a positive global model but unfortunately did not focus upon Central Bedfordshire Council. Therefore, Members were concerned at how the model would transform and move Central Bedfordshire forward in terms of its business strategy. In response the Director of Business Transformation advised the Committee that it was essential for Central Bedfordshire to encompass a global model and work alongside external organisations and across agencies in order to move forward and that Central Bedfordshire could not embark on such a project in isolation. Following a question from a Member of the Committee, the Director of Business Transformation advised that £250,000 had been issued in order to set up the pilot from the CLG, Treasury and National Insight Research Project. Work was within the target budget to date.

The Committee agreed that the Draft Business Transformation and Improvement Strategy report be circulated to the Business Transformation Task Force during early January 2010 and then considered by this Committee at its meeting scheduled to be held on 25 January 2010.

#### **RESOLVED**

- 1. That the progress made to date on the Total Place Pilot project be noted.**
- 2. That the proposed briefing process to seek endorsement of the final Total Place report and Business Transformation Strategy via the Executive be noted.**
- 3. That the draft Business Transformation and Improvement Strategy be considered by the Business Transformation Task Force and submitted to this Committee for consideration at its next meeting to be held on 25 January 2010.**

BT/09/60

#### **Residents / Staff Survey**

Members considered the report of the Director of Business Transformation, which set out an overview of the results from the surveys conducted with both customers and staff of Central Bedfordshire Council.

A copy of the presentation is attached to these minutes.

Mrs K Aspinall, Consultation Manager was in attendance, who had assisted and conducted the survey on behalf of the Council and would now assist the Committee with any concerns they may have.

The Committee noted that 3,500 residents had randomly been issued with the survey, 1,353 of which had responded and that all of Central Bedfordshire Council had been issued with the staff survey.

It was now felt that the results of both surveys provided the basis on which strategies can now be built upon. It was anticipated that similar surveys would be conducted in two years, which would enable strengths and weaknesses to be built upon in that time.

The Committee noted that a detailed Communications strategy would now be written, which would be shaped by both the resident and staff surveys. The strategy would accordingly be considered by this Committee at the appropriate time. In the meantime the Committee agreed that the results of both surveys should be communicated throughout the Authority, in order to shape and develop many emerging policies, strategies and plans of the Council.

### **RESOLVED**

- 1. That the results of the resident and staff market research surveys be noted.**
- 2. That the results of the resident and staff market research surveys be used to shape emerging policies and strategies of the Council.**

BT/09/61

### **Draft Budget 2010/11 to 2014/15**

The Committee received and considered a report of the Portfolio Holder for Corporate Resources, which set out the proposed Draft Budget Medium Term Financial Plan for 2010/11 to 2014/15. The report further set out an update on the current economic position and the specific impacts on local government funding at the current time.

The Committee discussed in detail issues as detailed in the report, including: Council priorities, current economic outlook, prospects for Local Government, financial impact from the legacy authorities, budget objectives, emerging positions and growth priorities and the updated medium term financial plan.

During consideration of the growth proposals relating to the Business Transformation Portfolio, the Committee asked that the Assistant Director of Communications and Marketing, explore the viability and undertake a cost benefit analysis of the costs incurred on recruitment advertising and whether savings could be made if such advertising was undertaken in, for example, News Central.

### **RESOLVED**

**That the proposed draft budget proposals for 2010/11 be noted.**

BT/09/62 **Work Programme**

The Committee considered the Business Transformation Overview and Scrutiny Committee Work Programme for 2009/10.

It was noted that reports relating to the 'Climate Change Strategy' and 'Comprehensive Area Assessment' (CAA) outcomes would not be considered at the January meeting of this Committee as set out in the work programme.

In addition, it was noted that the report on the draft Business Transformation and Improvement Strategy Transformation Implementation Strategy would be considered at the January meeting.

**RESOLVED**

**That the work programme for the Business Transformation Overview and Scrutiny Committee be approved.**

(Note: The meeting commenced at 10.00 a.m. and concluded at 1.00 p.m.)

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# Total Place

“From dependence to  
self-reliance”



Total Place - Luton and Central Bedfordshire Pilot

## What is Total Place?

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- Announced as part of Operational Efficiency Programme in Budget (April 09)
- 13 national pilots: different themes but common objectives:-
  - Examine the totality of public spending, to cut duplication, save money and improve service delivery
  - Services redesigned around the Citizen
- pilots to “push at an open door for reform”

Total Place - Luton and Central Bedfordshire Pilot



## What's different?

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- “Perfect Storm”
- CAA
- National profile – cross dept buy-in
- Alignment of key drivers – customer value/efficiency/partnership working
- CLG/Treasury driven
- Escalation to Whitehall

## Timetable

Recruited Programme Director & team, Established governance and methodology	June 09
Theme and sub-theme selection	July 09
Headline count	July 09
Interim report	Sept 09
Deep dive	Nov 09
Final report	05 Feb 2010

Total Place - Luton and Central Bedfordshire Pilot

## High level count

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### Broad figures:

- £3.4 billion public sector spend
- Population of 446,800 – 182,500 households
- Public sector spend of £6,800 per head/pa
- Highest spenders: CBC 22%, LBC 18%, NHS Beds 14%, NHS Luton 13%, HMRC 10%

Total Place - Luton and Central Bedfordshire Pilot

## Theme development

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### “ *From Dependence to Self- Reliance* ”

- Integrated offender management
- Access to benefits
- Worklessness (19- 25)
- Health and social care

Total Place - Luton and Central Bedfordshire Pilot

## What are we trying to do?

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Co-ordinate and focus service delivery to:

- Reduce crime and its impact (social & financial)
- Reduce fear of crime & increase public confidence

By:

- Using resources more efficiently
- Breaking the cycle of re-offending

Total Place - Luton and Central Bedfordshire Pilot



## Findings

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*Services involved:- local authorities, health, police, courts, probation, prison, job centre plus, 3<sup>rd</sup> sector*

### Focus on Prolific and Priority Offenders (PPOs)

- 2% of offenders account for 30% of crime
- 78 prolific and priority offenders on PPO scheme – 13 at liberty
- over eight out of ten of these offenders have a drug dependency
- Average cost to the public purse - c£500k

**Total Place - Luton and Central Bedfordshire Pilot**



## Issues

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- Services not delivered when offender needs them most
- 20+ agencies delivering disjointed services
- Drug treatment focused on maintenance rather than detoxification
- Gaps in transition:
  - youth offenders into adult criminal justice system
  - transition off intensive support like PPO programme

Total Place - Luton and Central Bedfordshire Pilot

## Opportunities

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- Co-location of agencies
- Common accessible database
- Develop appropriate and speedy sentencing
- Improve strategic and operational governance
- Produce a “One life” action plan per offender

Total Place - Luton and Central Bedfordshire Pilot



## Challenges- Support

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- Law abiding citizens vs offenders
- Timing of Service delivery
- Benefits System
- Getting Local Authorities to allocate houses for Offenders
- Jobs
- Treatment Plans

**Total Place - Luton and Central Bedfordshire Pilot**

## Challenges- System

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- Probation Resources
- Legislation and Resource
- Targets and Duplication
- Prisoner Location
- Structure
- Sentencing patterns

Total Place - Luton and Central Bedfordshire Pilot



## What are we trying to achieve?

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- Streamline current processes
- Enable people to claim their rightful entitlement
  - easily!
- Remove the barriers that discourage people coming off benefits and into work
- Set up next phase – encouraging people into employment

Total Place - Luton and Central Bedfordshire Pilot



## Issues

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- Benefits system is complex and difficult to access
- More than 50 different benefit types
- Duplication & waste - poor customer satisfaction and unnecessary cost and delay
- Benefits entitlement data is not joined up or shared within authorities, or between agencies
- Not tackling root causes
- Marginal tax rates - disincentive to come off benefit

Total Place - Luton and Central Bedfordshire Pilot

# The Improved Customer Experience

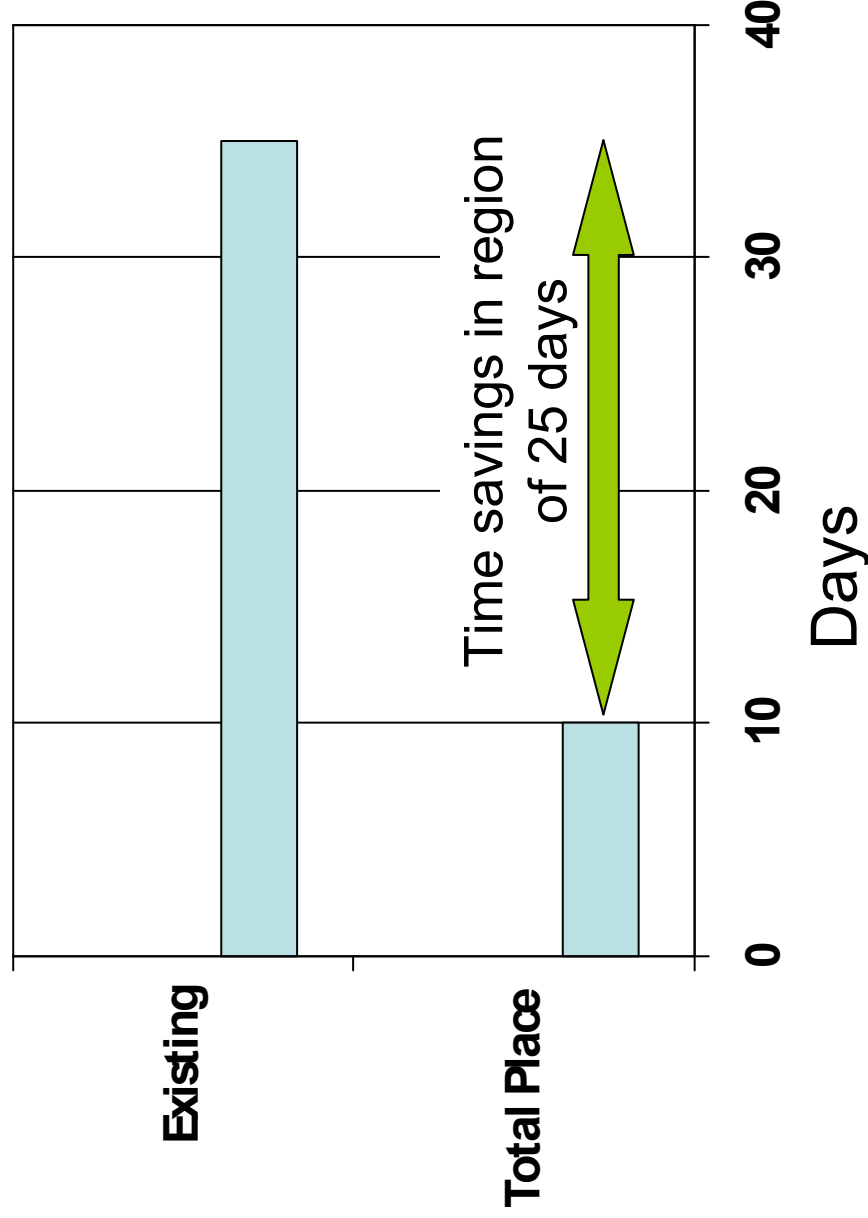
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- Right support: holistic package
- Right place: multiple channels
- Right time: faster access
- Right value: efficient - value for money

Total Place - Luton and Central Bedfordshire Pilot

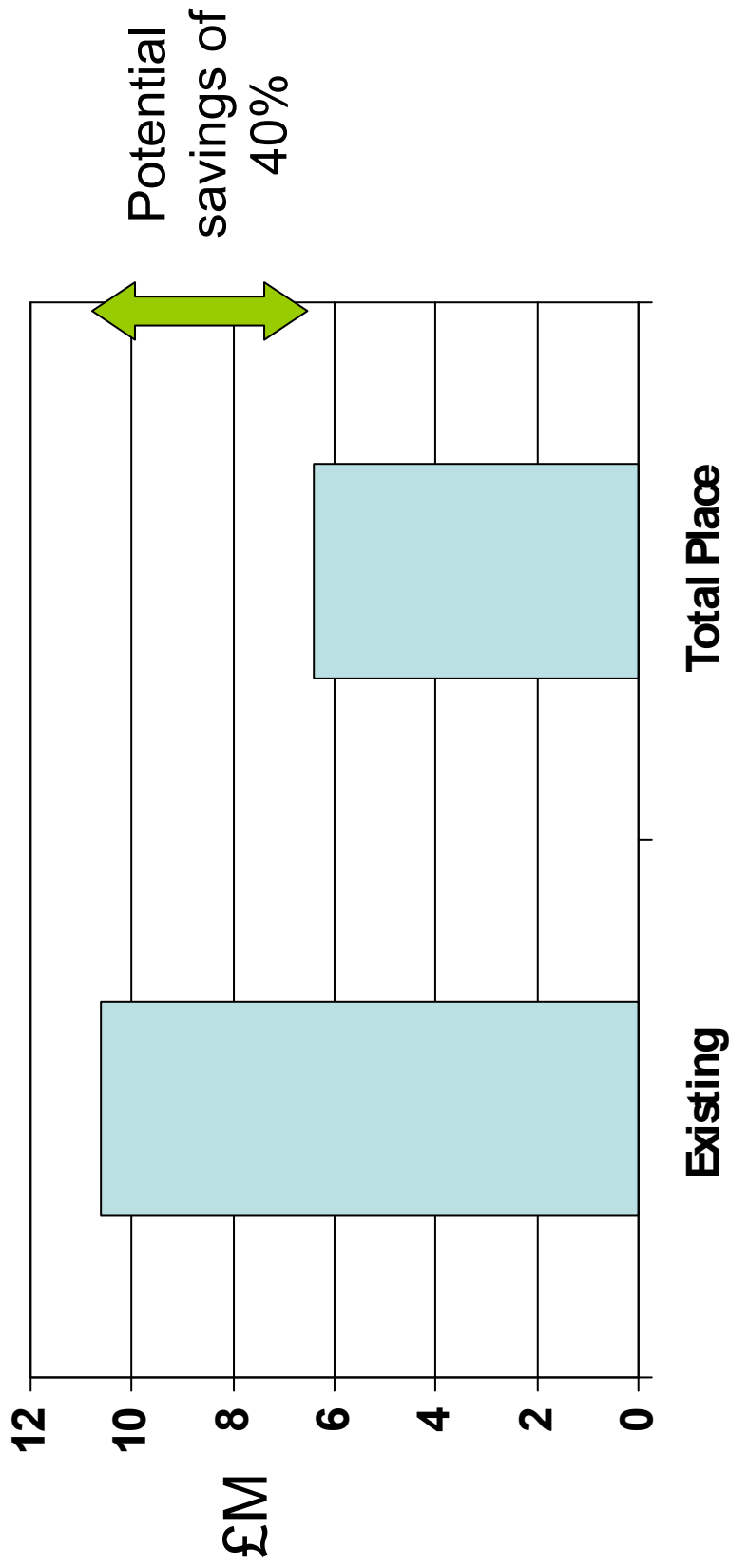
# Customer Experience: Days to Payment



Total Place - Luton and Central Bedfordshire Pilot



# Admin Cost Comparison



Total Place - Luton and Central Bedfordshire Pilot



## Challenges

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- Multiple government departments administering benefits
- Overly complex and historical legislation
- The lack of ability to pool budgets
- Shared risk taking and investment in change needed
- Lack of customer insight
- Allocation of future savings?
- ICT infrastructure is costly to change
- Significant organisational change required

Total Place - Luton and Central Bedfordshire Pilot



## Next Steps

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- Commitment to Total Place approach – strategic and operational
- Governance and resourcing needs agreeing
- Implementation of pilot projects
- Identifying and collaborating on new themes

## Conclusion

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- Total Place has signalled a new way of working for public services in CB and Luton
- Pilot has delivered:-
  - Effective/robust methodology
  - Governance framework
  - Means of accessing Whitehall
  - Learnings from other areas
  - New relationships across public services
  - Potentially significant benefits (efficiencies and customer service quality) around specific sub-themes
  - Identified further opportunities for collaboration
- Reinforcement of the Council's leadership role



# **The Reputation of Central Bedfordshire Council**

**A presentation of the results from the 2009  
Resident and Employee Surveys  
November 2009**

**Ipsos MORI**



# Drivers of Local Government Reputation among local residents...

## STRONGER DRIVERS

Perceived quality of services overall

Perceived VFM

Direct communication

Street cleaning/liveability/ASB

Positive experiences of contact with staff

Media coverage/mood

District/County performance

Deprivation/diversity/  
Physical Capital

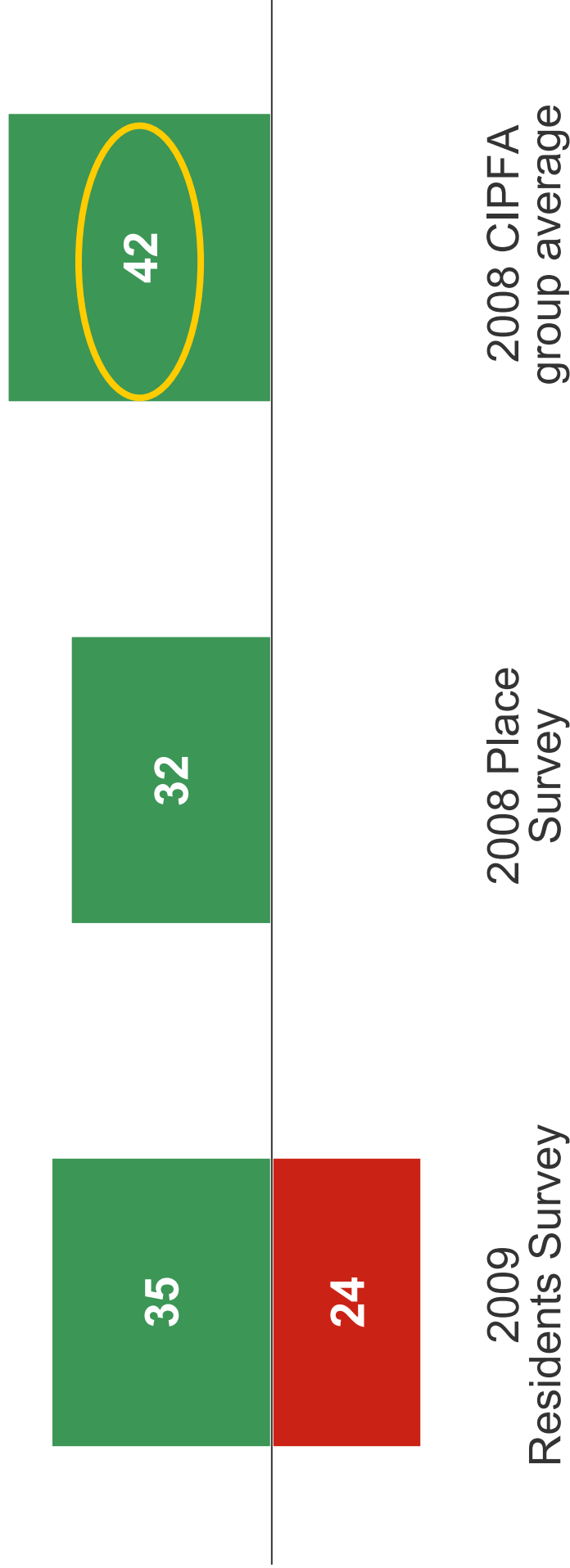
*What you can control...*

*What you cannot control...*

# Are we keeping our customers satisfied?

Q Taking everything into account, how satisfied or dissatisfied are you with the way Central Bedfordshire Council runs things?

■ % Agree ■ % Disagree





# What do our advocates feel about us?



"I think Central Beds is well run, efficient and offers me good value for money"

"The council is really interested in what local people have to say and does a good job of keeping us up to date"

"The council is working hard to keep Central Beds the great place to live that I love"

## **How is Central Bedfordshire performing on the key drivers of satisfaction?**

- Perception of services**
- Perception of Value for Money**
- Leadership of Place**
- Anti Social Behaviour**
- Communications**
- Staff experience**

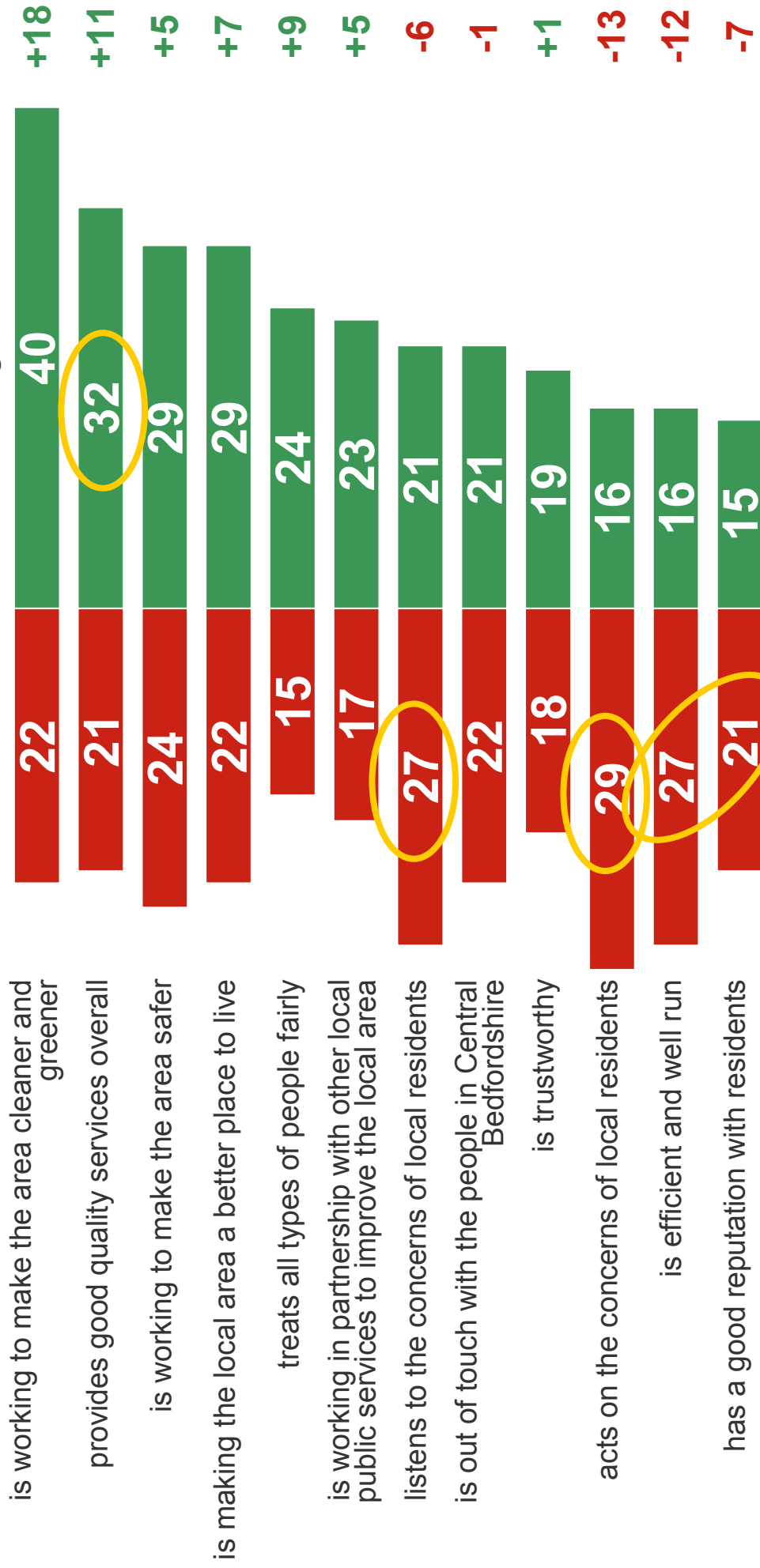
# People think the Council provides good services, but engagement & value for money are problems

Q To what extent do you agree or disagree with the following statement about Central Bedfordshire Council?

Central Bedfordshire Council...

■ % Disagree ■ % Agree

Net score





# One fifth agree that the Council provides value for money which is under the CIPFA average

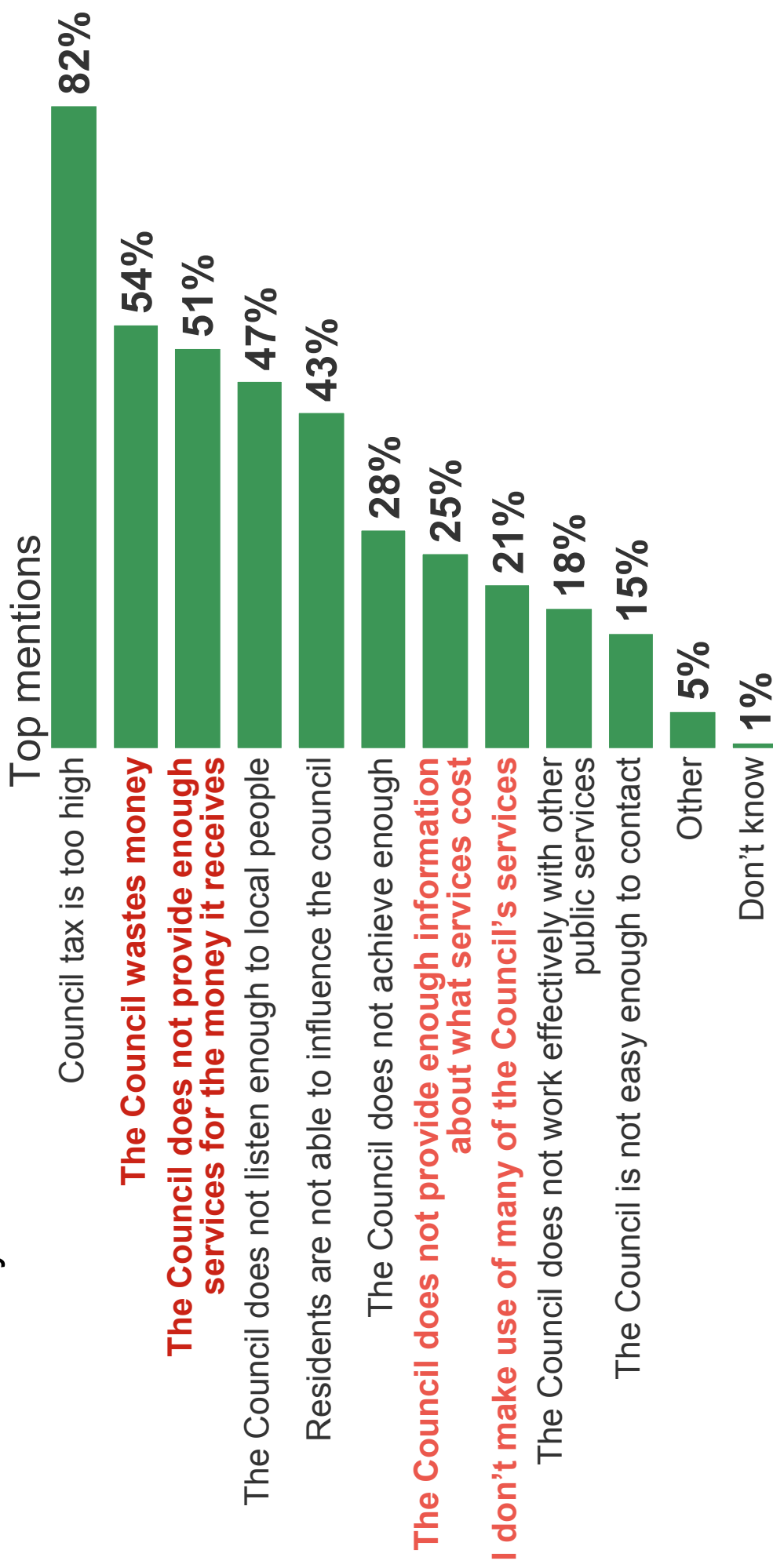
Q To what extent do you agree or disagree that Central Bedfordshire Council provides value for money?

■ % Agree ■ % Disagree



# Engagement and information are key...

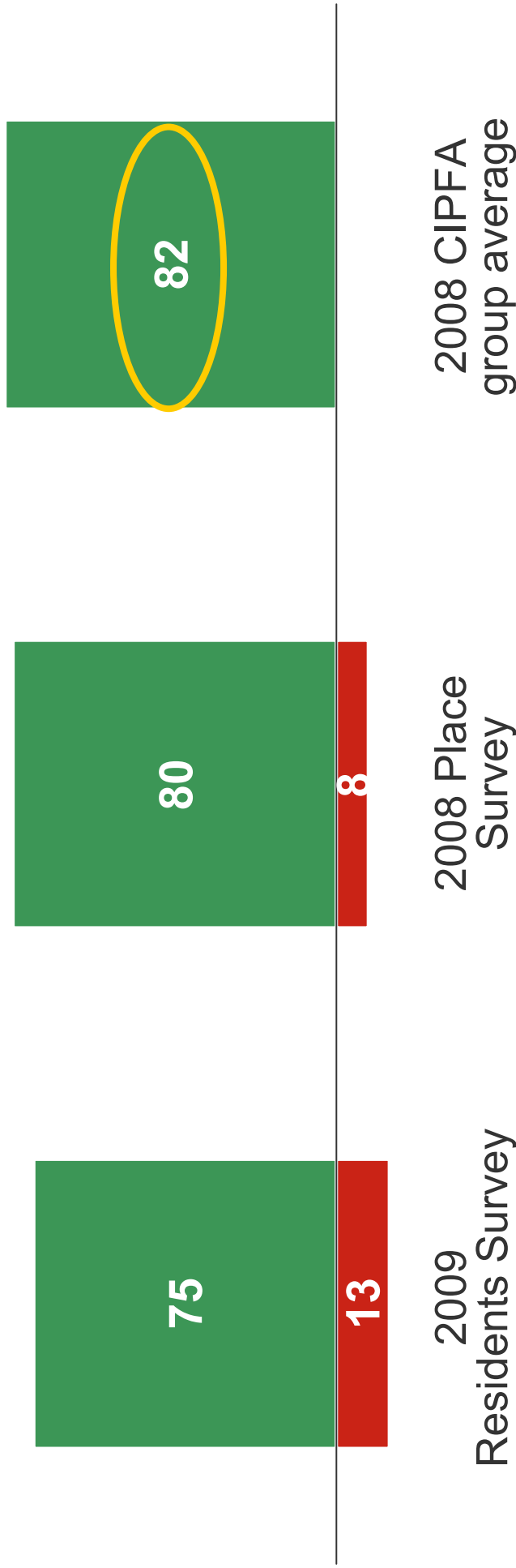
Q Why do you say that Central Bedfordshire Council does not provide 'value for money'?



# Place matters

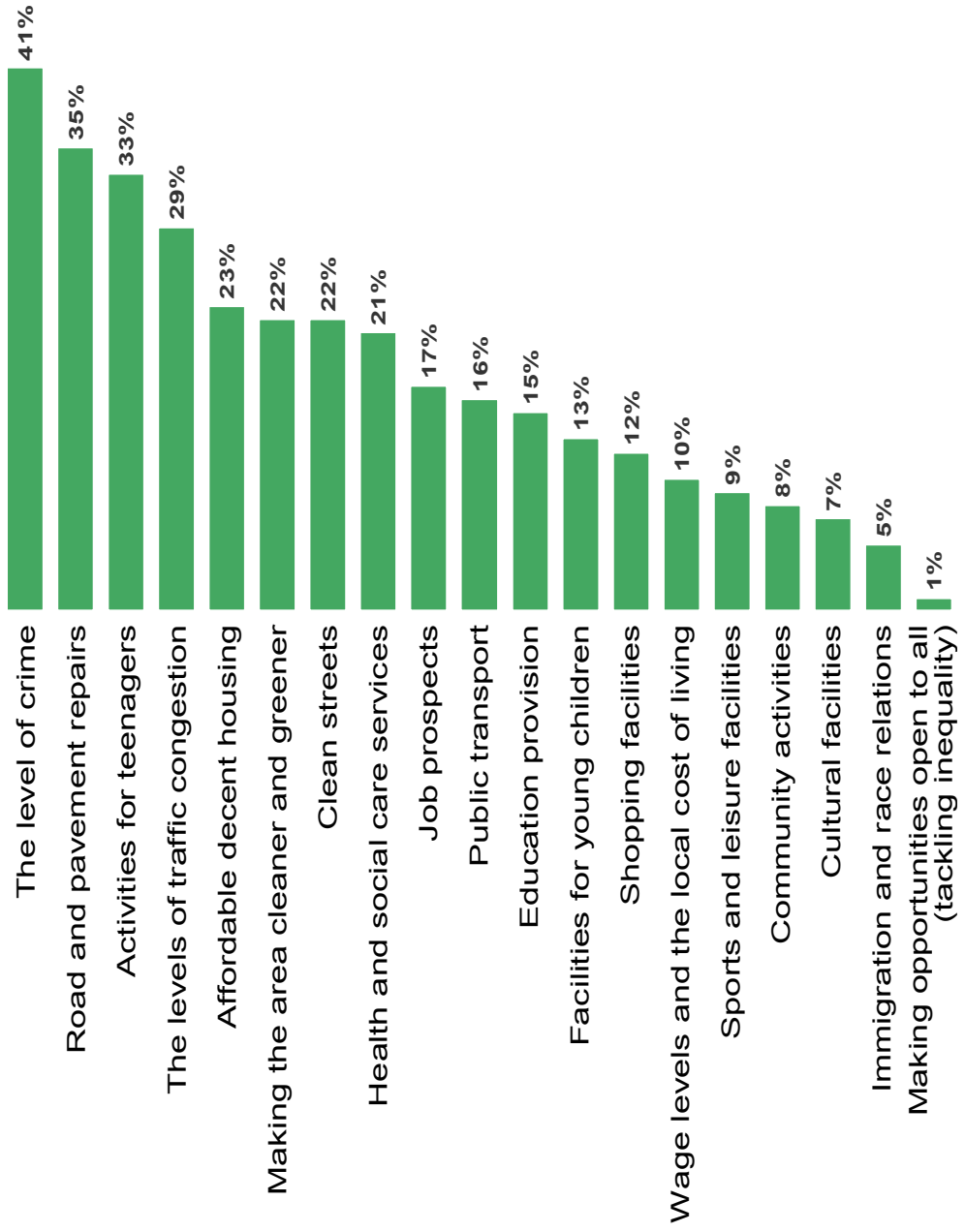
Q Overall, how satisfied or dissatisfied are you with your local area as a place to live?

■ % Satisfied ■ % Dissatisfied



# What residents want from Central Bedfordshire

Q Which three of following, if any, do you think should be priorities for the Council to focus on over the next five years?



# Three in ten think the Council is improving the area/safety, but a third need convincing

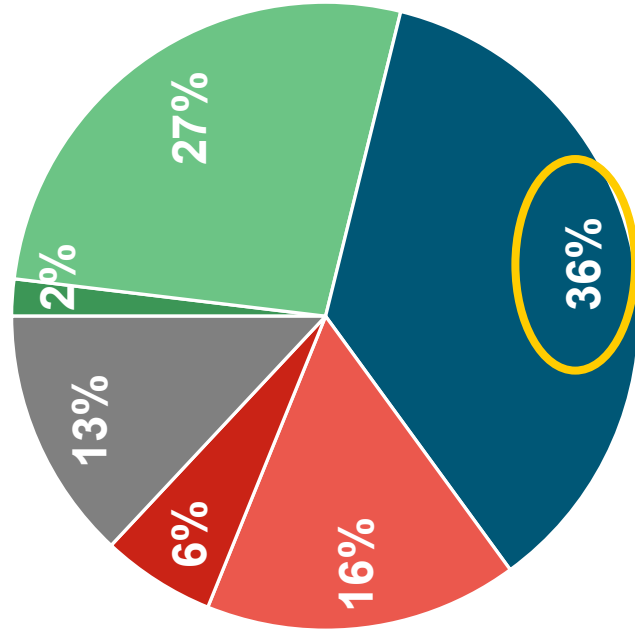
Q To what extent do you agree or disagree with the following statement about Central Bedfordshire Council?

Central Bedfordshire Council is making the local area a better place to live

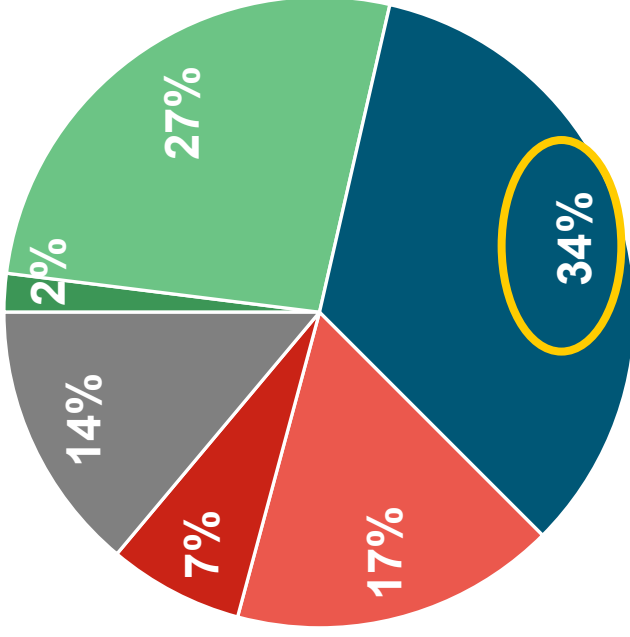
Central Bedfordshire Council is working to make the area safer

- % Strongly agree
- % Tend to disagree
- % Neither / nor
- % Don't know/not stated

**Improving area**

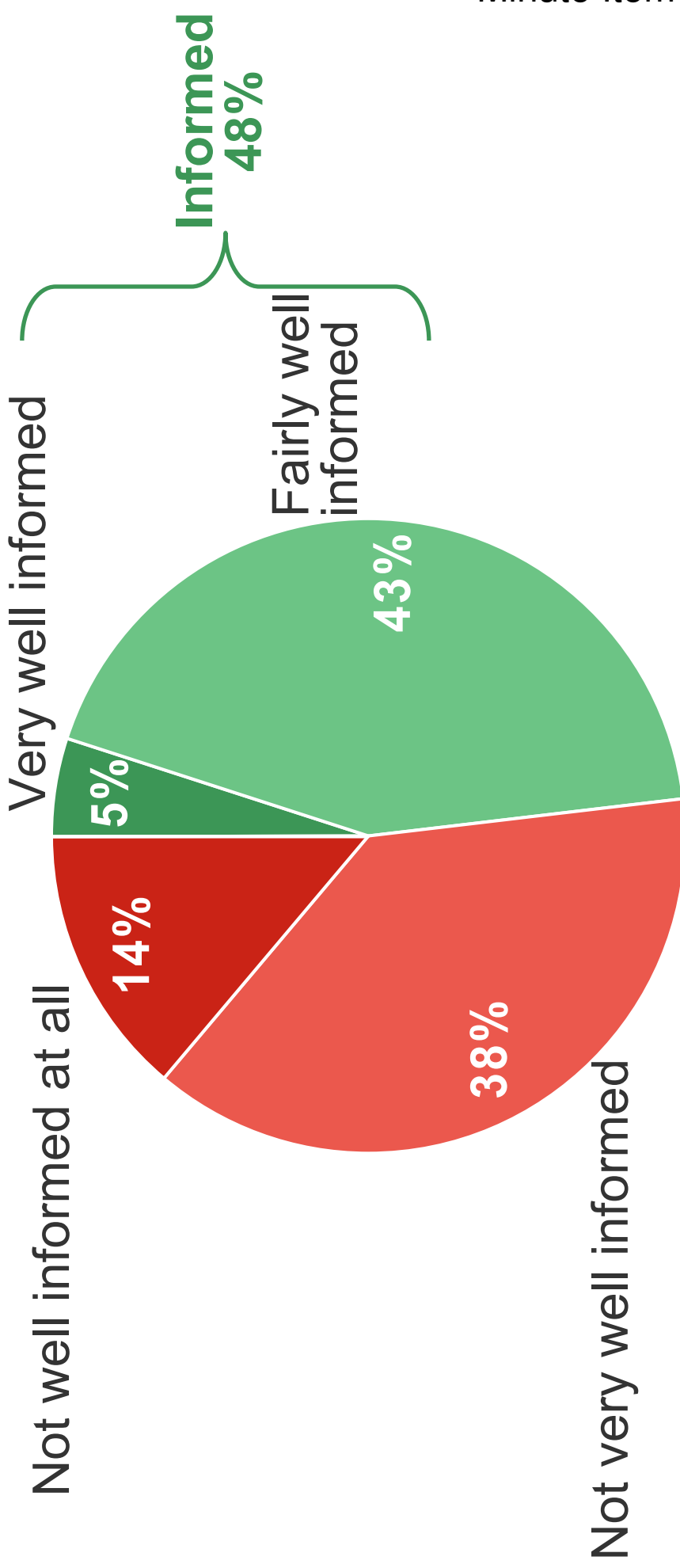


**Improving safety**



# Communications is key to satisfaction

Q Overall, how well informed do you feel about Council?



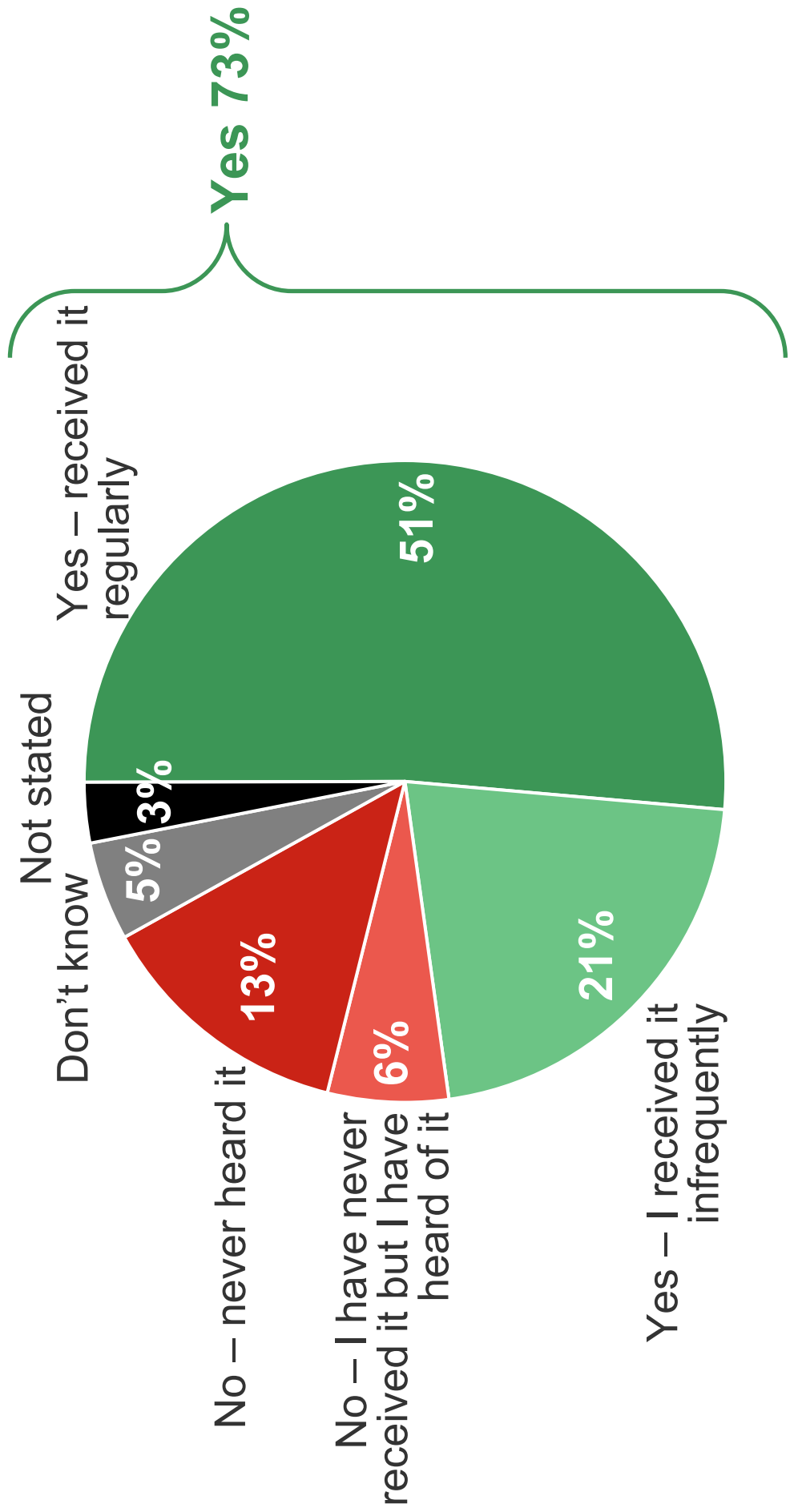
**Net informed score: -4**

Ipsos MORI Base: All valid responses 2009 (1,224)



# Core channels are recognised and trusted

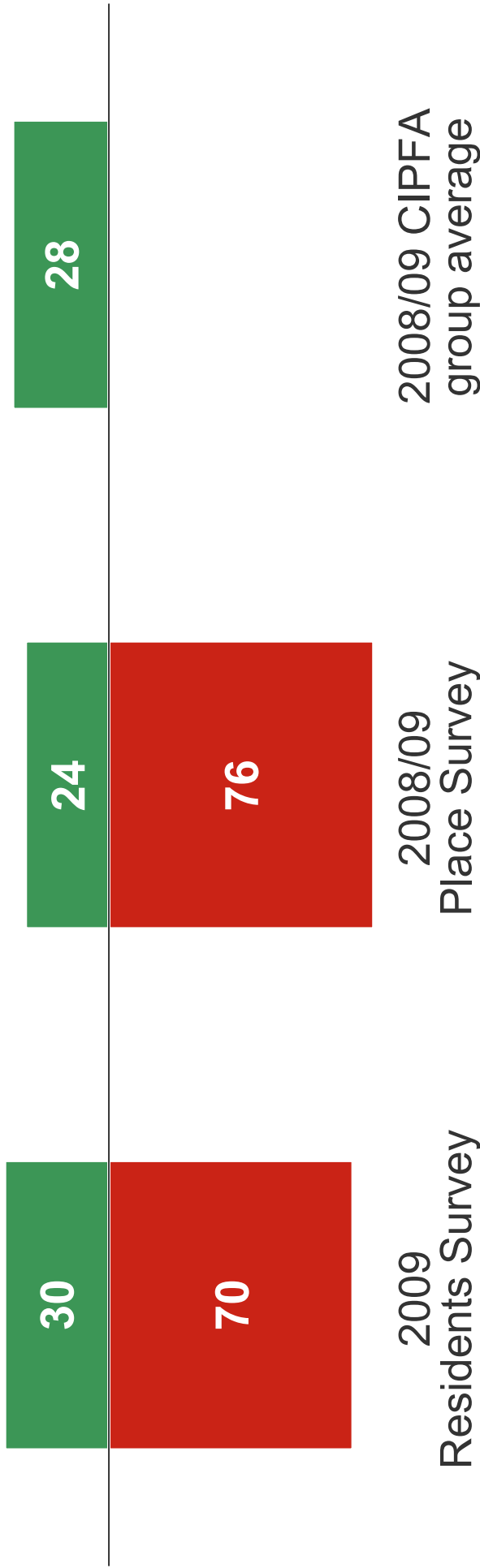
Q Central Bedfordshire Council published a monthly magazine for residents called News Central?



# But do they feel listened to?

Q Do you agree or disagree that you can influence decisions affecting your local area?

■ % Agree ■ % Disagree





# A third are waiting to be convinced that the Council listens to/acts on residents' concerns

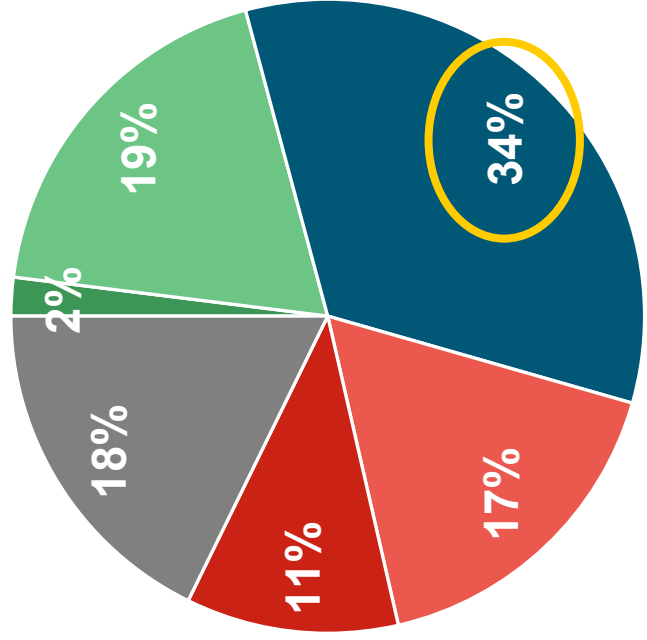
Q To what extent do you agree or disagree with the following statement about Central Bedfordshire Council?

Central Bedfordshire Council listens to the concerns of local residents

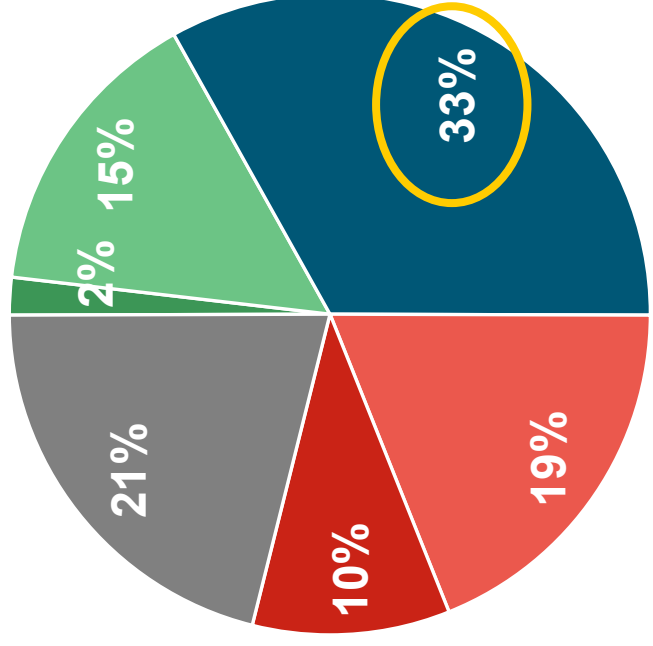
Central Bedfordshire Council acts on the concerns of local residents

- % Strongly agree
- % Tend to disagree
- % Tend to agree
- % Strongly disagree
- % Neither / nor
- % Don't know/not stated

**Listens to concerns**

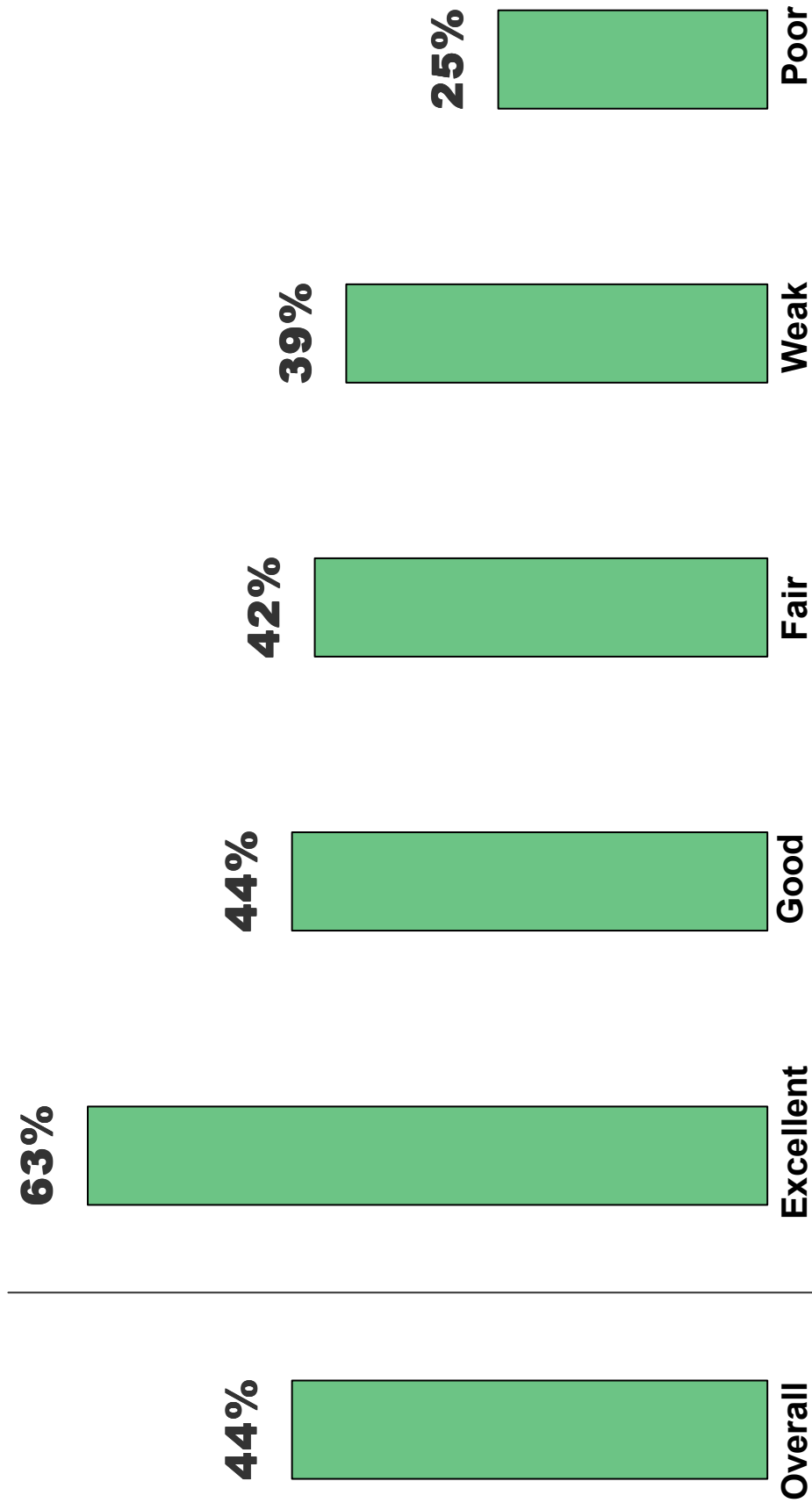


**Acts on concerns**

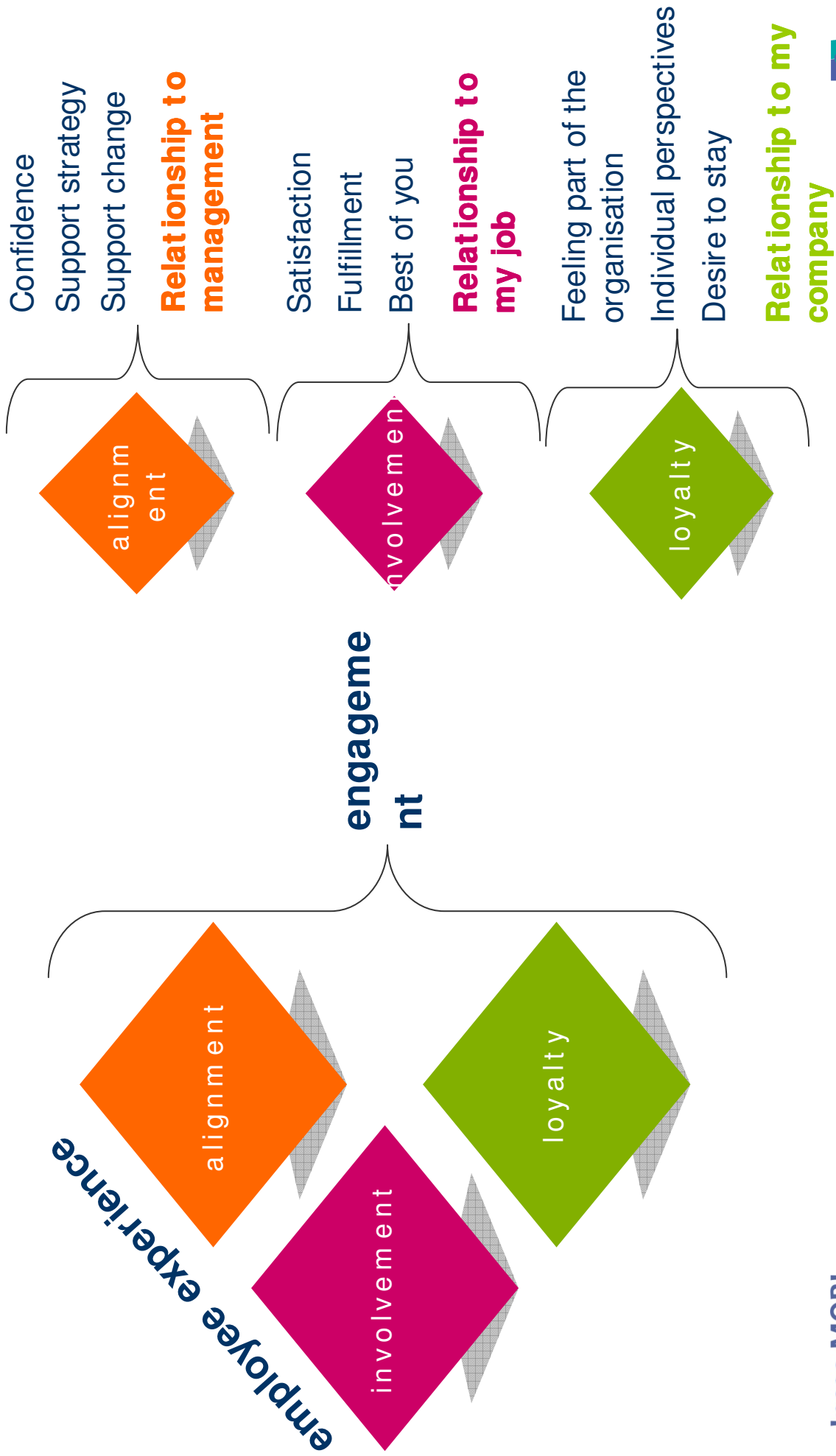


# Positive staff - successful councils

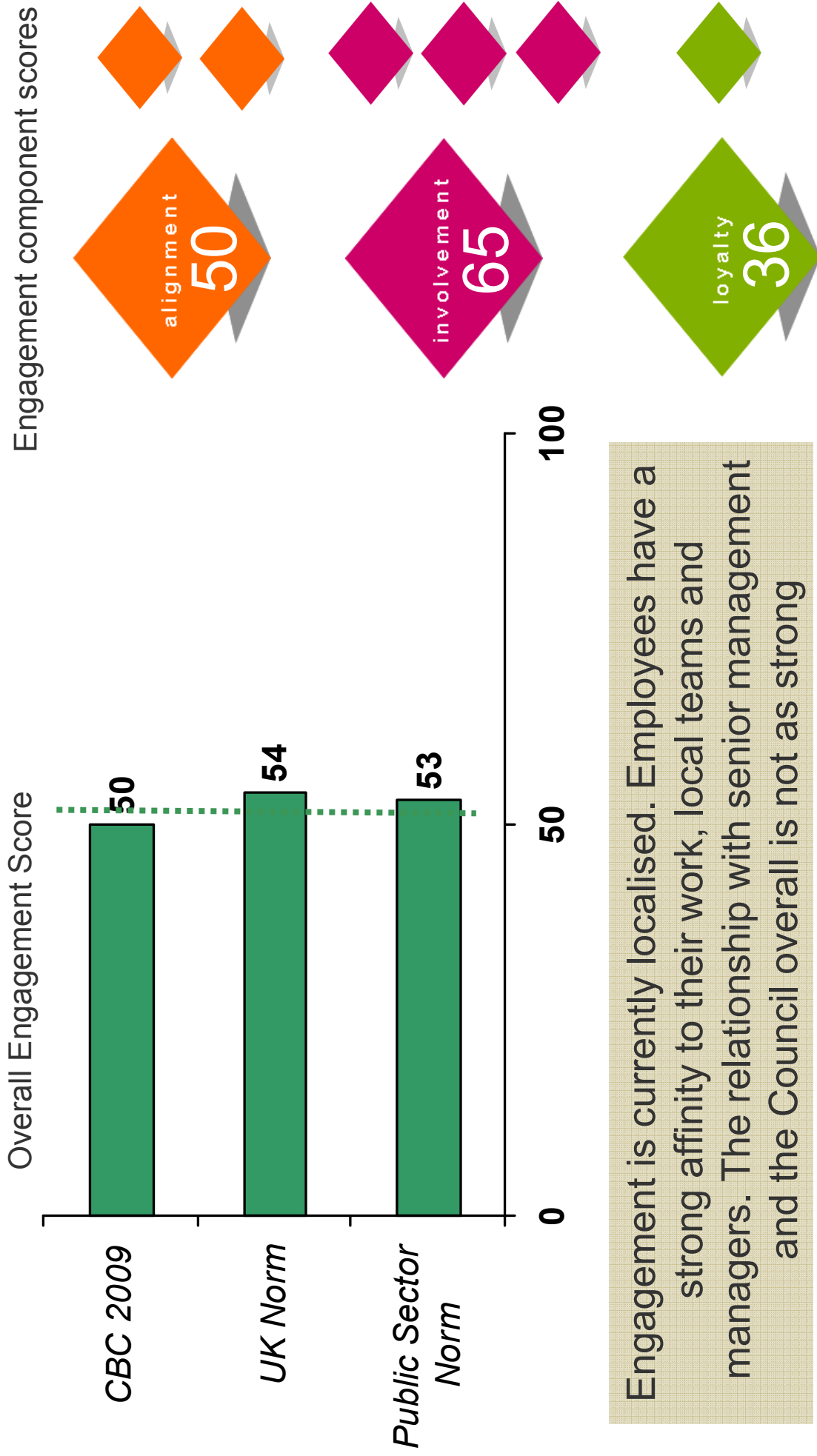
*% who strongly agree that they would speak highly of the authority to others outside the organisation*



# How we are measuring engagement in the Council

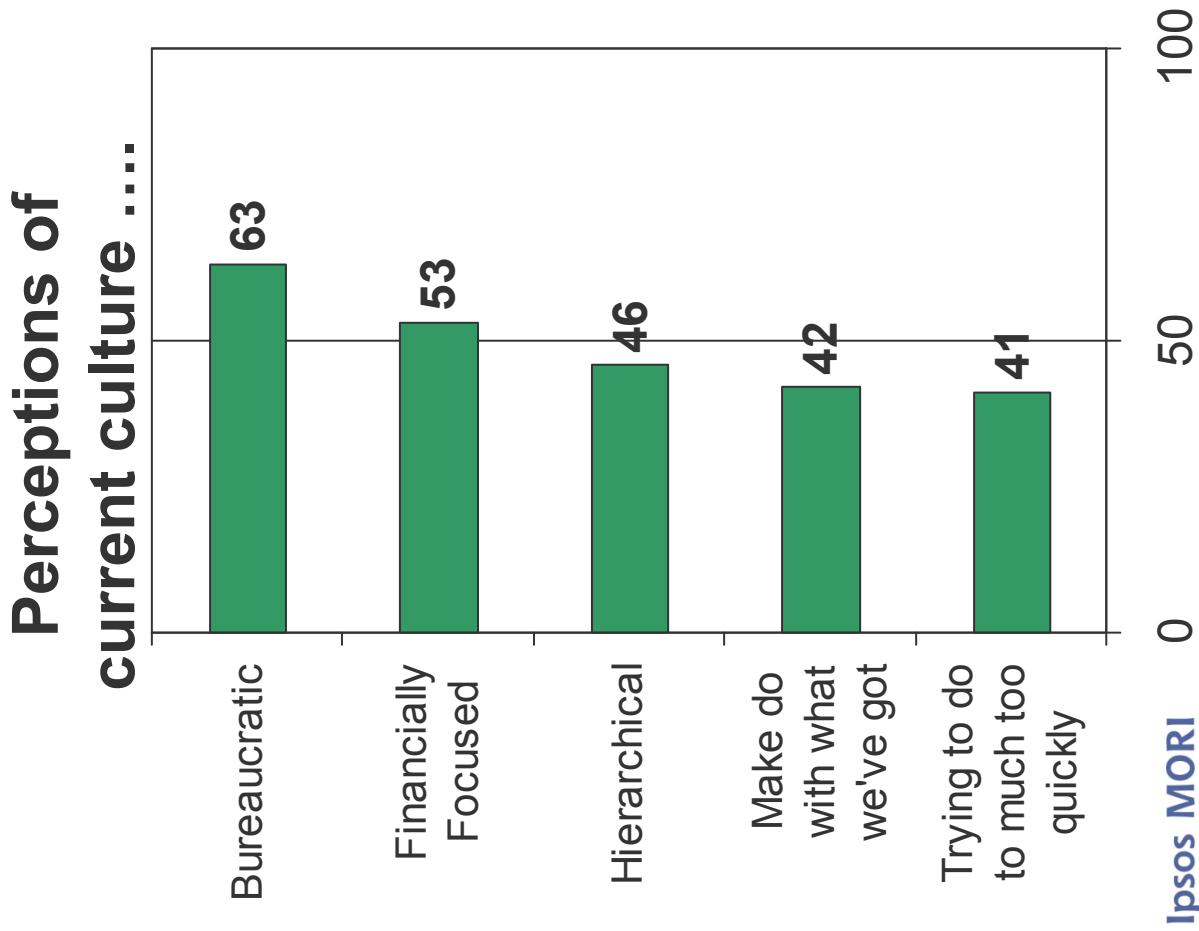


# Engagement levels are reasonable but there is room for improvement



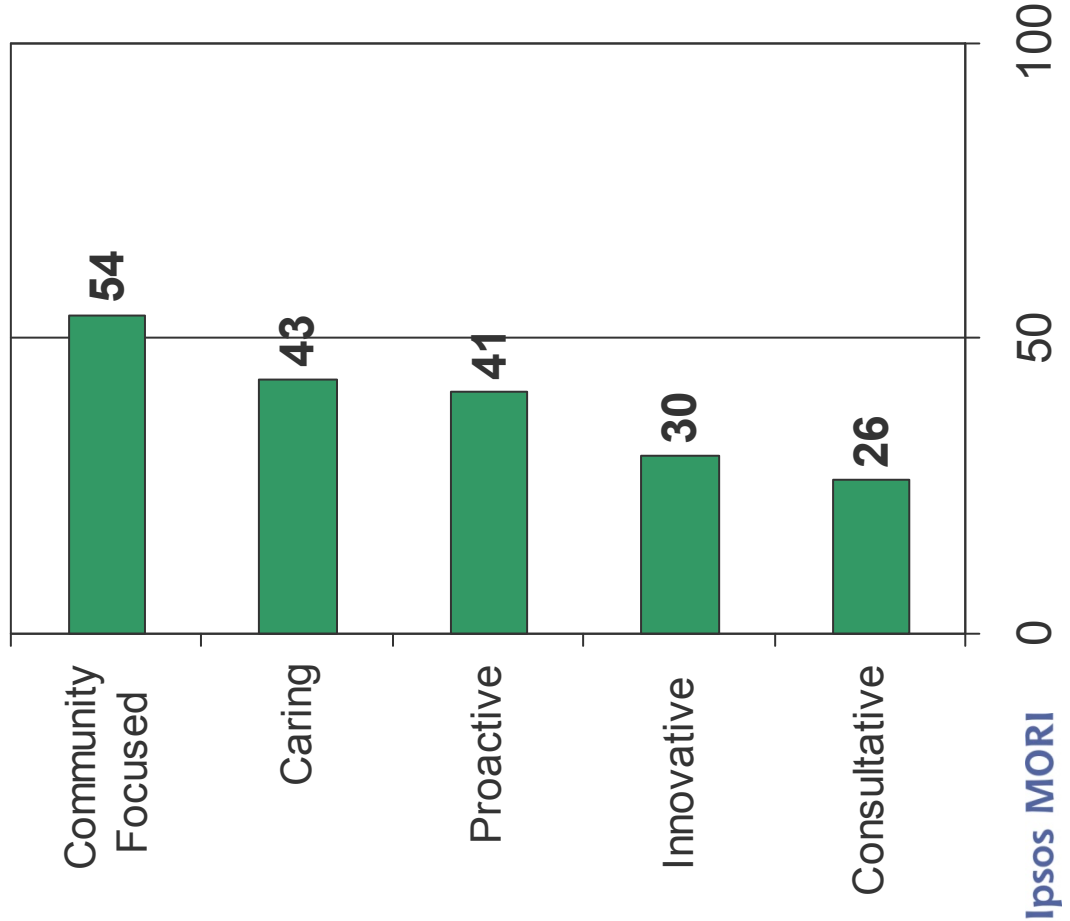
Engagement is currently localised. Employees have a strong affinity to their work, local teams and managers. The relationship with senior management and the Council overall is not as strong

# Developing our organisational culture

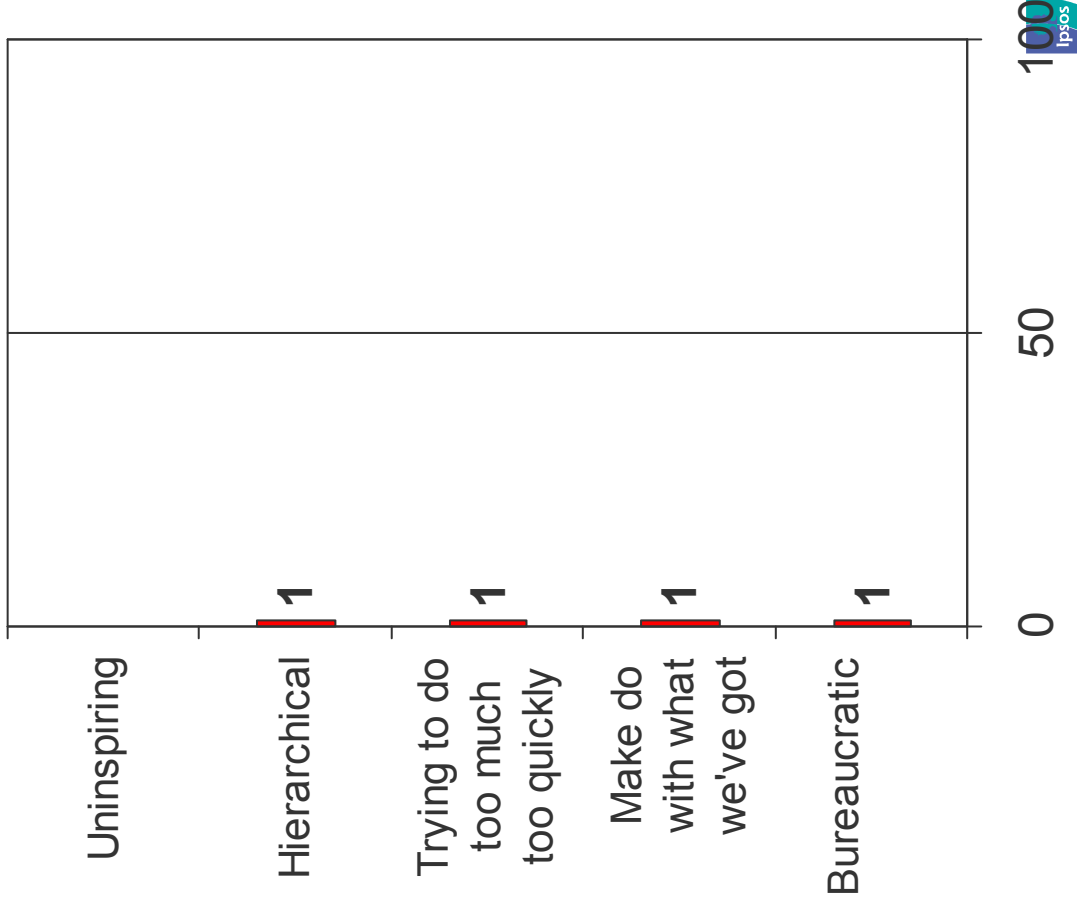


# Where colleagues want us to be

## Desired culture



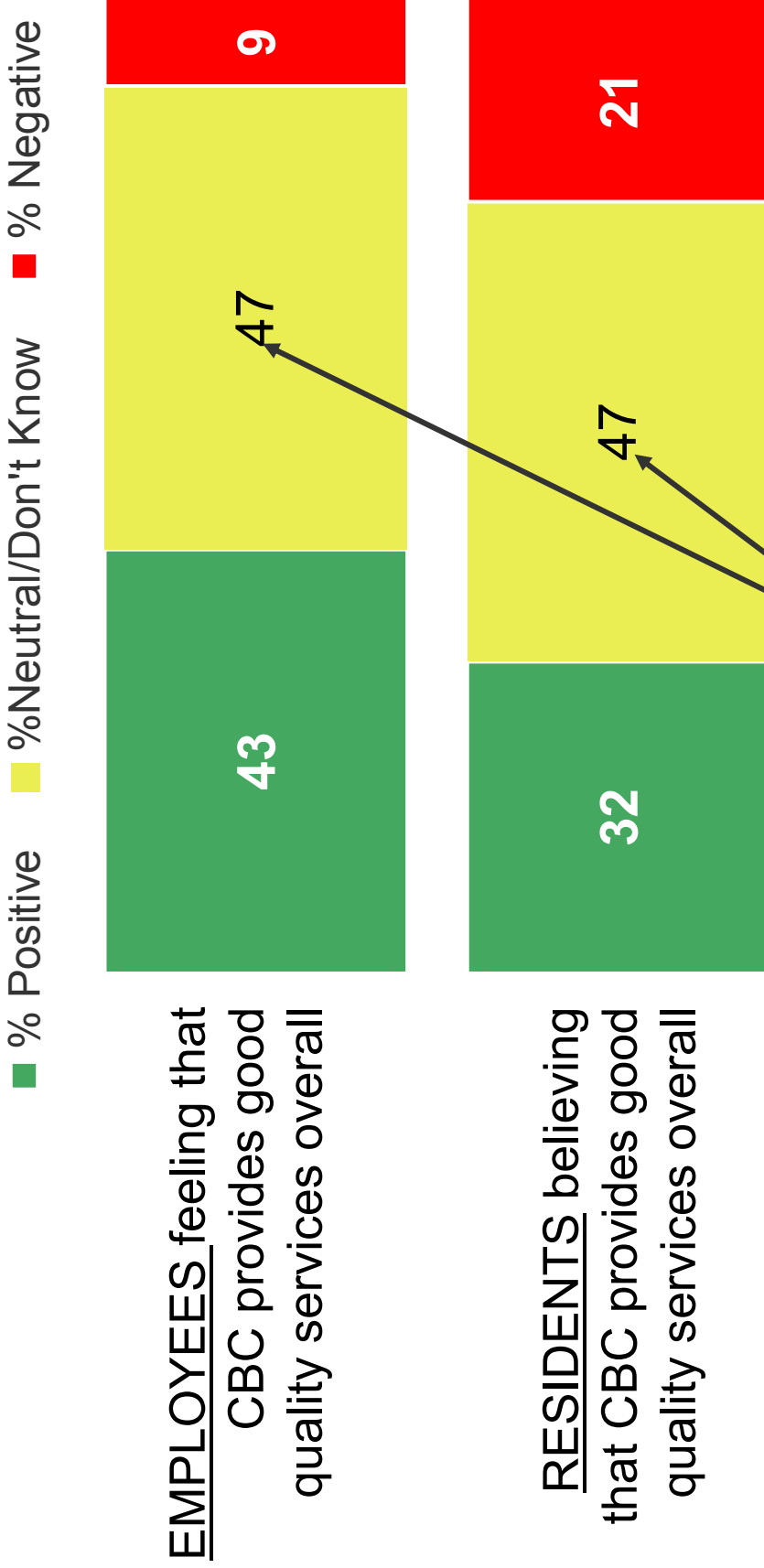
## It must not be...



**Creating an environment where colleagues:**

- Understand our direction**
- Feel able to contribute**
- Have faith in leadership**
- Have a sense of organisational pride**
- Experience transparent, honest and relevant communications.**

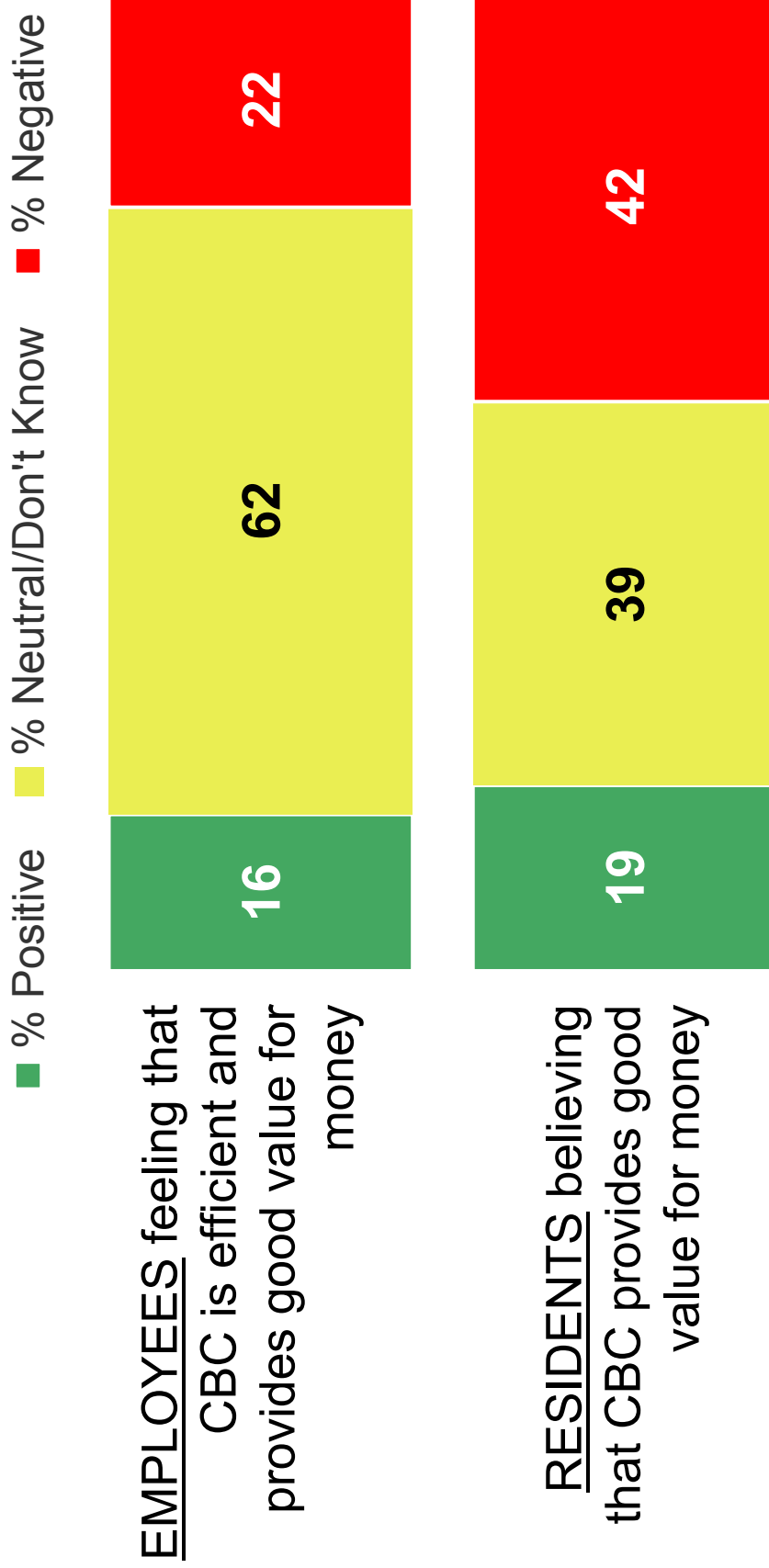
# Employees are more positive about service quality than residents



...and around half are undecided and ripe for conversion



# ...but the really sit on the fence when it comes to views on efficiency & value for money



## **Key recommendations:**

- Campaign to demonstrate VfM and efficiency**
- Raise the profile of place shaping**
- Communicate that we are listening and responding**
- Seize the opportunity – everything to play for!**