

Agenda Item: 12

Meeting: Executive

Date: 23rd June 2009

Subject: Business Transformation Programme– Progress Report

Report of: Portfolio holder for Business Transformation

Summary: To report on the Business Improvement Plan progress, (formerly know as the Consolidation Plan) requested at the Executive of the 12th May 2009

Advising Officer: Richard Ellis, Director of Business Transformation

Contact Officer: Sue Nelson, Head of Business Transformation

Public/Exempt: Public

Wards Affected: All

Function of: Executive

Key Decision No

Reason for urgency/
Exemption from call-in
(if appropriate) None

RECOMMENDATIONS:

- 1. That the Executive note the key activities in the development of the Business Transformation Plan**
- 2. That the longer term Business Transformation Strategy is brought to Executive in the Autumn, to include an update on progress made on the Business Improvement Plan and efficiencies identified.**

Reason for Recommendations: So that Executive can understand the scope and development of the Business Transformation Plan and monitor the progress on Business Improvement activities

Introduction

1. Since vesting day the Business Transformation Team have been working towards the development of a Business Transformation Programme for the authority.
2. The initial priority has been to establish the appropriate governance for the monitoring and management of transformation projects.
3. An emerging set of steps are now forming that will take the authority towards a fully developed Business Transformation Programme later this year. This report clarifies those steps and seeks Executive agreement to these Business Transformation Programme planning activities.

Progress to date

4. At the 17th February Executive 2009, the Business Transformation Framework was presented, (See Appendix 1 attached). 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
5. 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.
6. In the Budget announcement Central Bedfordshire was identified as one of 13 pilot projects nationally in the “Total Place” initiative, part of the Operational Efficiency Programme (OEP).

Key Elements of the Business Transformation Programme

A) Business Improvement Plan

7. The work of the Programme Management Office has now clearly defined the key activities within the Business Improvement Plan (BIP), and enabled the Directorate teams to accommodate the outstanding “transition” activities within their ongoing service delivery plans (i.e. as business as usual activity).
8. A Project Management Toolkit has been developed and issued to staff setting out a standard methodology for all improvement projects (including highlighting projects that will tackle inequality and promote greater equality of opportunity). Governance arrangements for the management of these projects has been agreed by the Central Bedfordshire Management Team.

All projects in the BIP require a Project Initiation Document and Business Case showing at least a return on investment over five years of 2:1 before any Invest to Save budget is allocated.

9. The BIP will enable the authority to track the progress on the considerable amount of work that is being undertaken to consolidate the authority's base position in readiness for wider transformation.
10. The key strands of activity within the BIP are as follows:-
 - a. Business Improvement activities identified as quick wins for the authority to implement.
 - b. Migration of non-specialist services into the contact centre.
 - c. Already identified District services harmonisation projects.
 - d. Cross cutting activity that requires invest to save funding to realise efficiency savings.

B) "Total Place" pilot project

11. In parallel to the BIP, the "Total Place" programme is currently being developed. Central Bedfordshire has been selected to work with Luton Borough Council and its key partners, as one of thirteen pilot programmes nationally, supported by the Department for Communities & Local Government and the Treasury. The project is designed to encourage collaboration and pooling of resources between key public service partners in an area to deliver significant efficiency savings, as well as customer centred service improvements. There are two key strands to the work:-
 - "Counting methodology" – this seeks to identify all public service funds being applied to a particular area, and in support of key themes. Opportunities are then identified for more efficient allocation of this funding based on sharing of resources and cutting out duplication across agencies
 - "Culture methodology" – this seeks to review service delivery from the customer perspective, understanding where significant complexity and duplication of effort and resource across a number of agencies, delivers a very poor customer experience through overly bureaucratic processes and structures
12. This is a great opportunity for Central Bedfordshire to benefit from Central Government funding and an increased profile on the national stage. Similarly, because this initiative is "sponsored" by the Treasury, there is significant encouragement for key Whitehall departments to support the programme through their regional agencies. Hence, the PCT, Department for Work and Pensions (DWP), the Police and Fire Authorities are aware of this project and willing to participate.

13. This pilot will also potentially establish the framework and methodology by which many other collaboration projects may be identified with partners in the future.

C) Visioning & Strategic Planning

14. The development of the longer term Business Transformation Programme will commence with a strategic planning workshop in July, involving the new Executive and the Management Team. This will set the direction for the authority, upon which the Transformation Plan will be developed, the key goals of which are as follows:-

- Changing people’s quality of life by delivering high quality, joined up public service solutions
- Increased value for money through improved efficiency in service delivery

Summary

15. The key strands within the Business Transformation Programme can therefore, be summarised as:-

- Development and implementation of the Business Improvement Plan
- Development of the “Total Place” Programme
- A review of the Strategic Vision of the authority
- Development of the Transformation Plan.

CORPORATE IMPLICATIONS
Council Priorities: Enabling all of the 5 Council priorities to happen:- a) Supporting and caring for an ageing population. b) Educating, protecting and providing opportunities for children and young people. c) Managing growth effectively. d) Creating safer communities. e) Promoting healthier lifestyles.
Financial: All activities in the BIP will be funded from the already agreed £1.7M Invest to Save budget.

Legal:

None.

Risk Management:

Risk management will continue to be progressed by the Programme Management Office.

Staffing (including Trades Unions):

None.

Equalities/Human Rights:

The Business Improvement Project Management toolkit will require managers to highlight projects that will tackle inequality and promote greater equality of opportunity.

Community Development/Safety:

None.

Sustainability:

All activities in the BIP will be;

Better for customers, better for taxpayers, better for staff and better for partners.

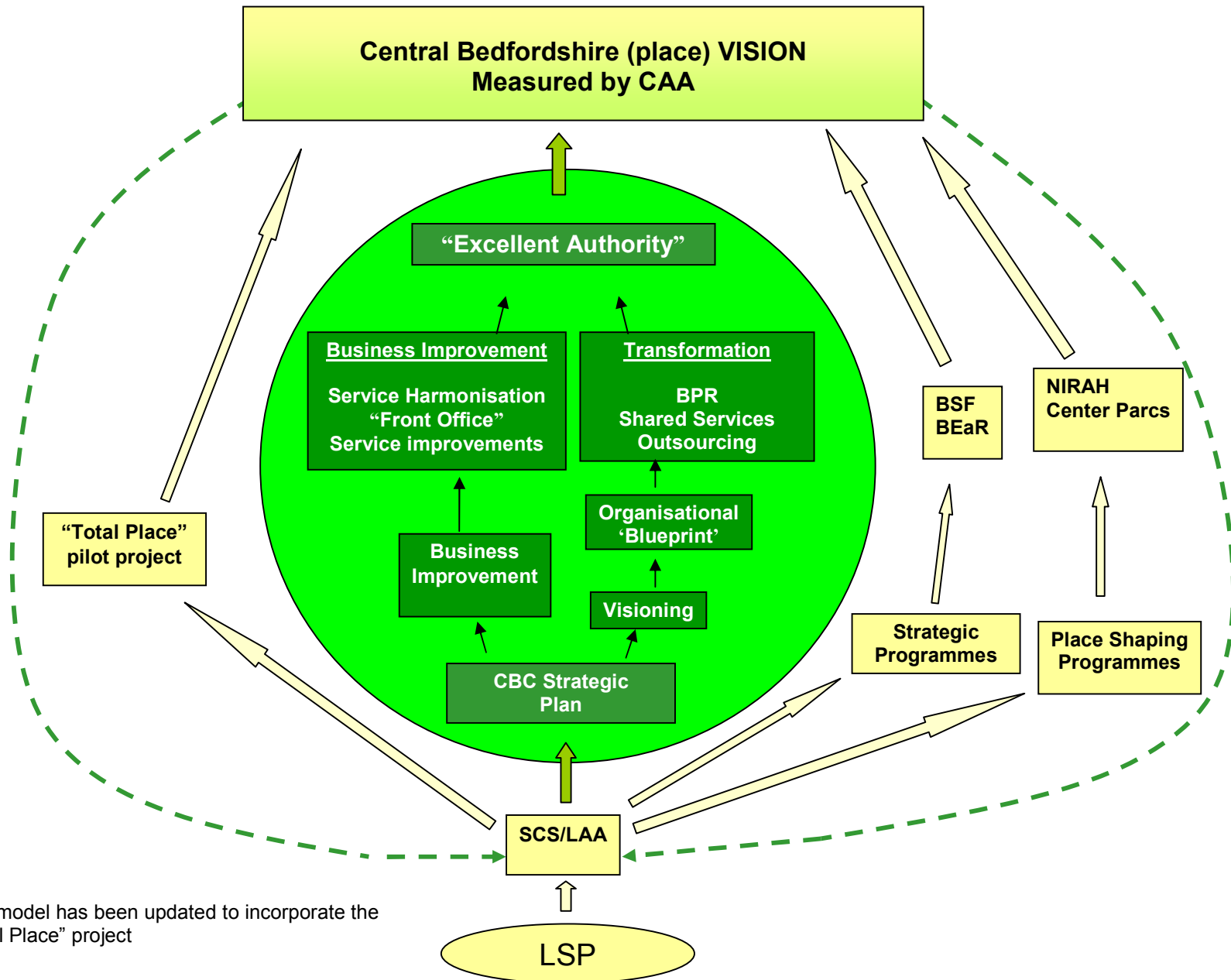
Appendices:

Appendix 1 – Business Transformation Framework

Background Papers

None

Appendix 1 - Business Transformation Framework



NB. This model has been updated to incorporate the "Total Place" project

Denotes partnership activity