

BRECKLAND DISTRICT COUNCIL

Report of: Julie Kennealy – Executive Director Commercialisation

To: Overview and Scrutiny Commission – 3rd March 2016

Author: Greg Pearson – Corporate Improvement and Performance Manager

Subject: Update on the Transformation Task and Finish Groups

Purpose: To provide an update on the work of the four member lead task and finish groups reviewing transformation programme activity

Recommendation(s):

- 1) To note the content of the report

1.1 BACKGROUND

1.2 Members formally adopted the 'Moving Forward' Transformational change programme in October 2015. As part of the establishment of this programme Members agreed to establish four task and finish groups; one to review each of the four strategic work streams of the Moving Forward Programme (Digitalisation, Aligning Public Services, Organisational Design and Commercialisation).

1.3 Task and Finish groups have been meeting regularly and it was agreed as part of terms of reference of these that the Overview and Scrutiny Commission would receive a quarterly written update on the information that each group had considered. This report is the first of these updates.

1.4 DIGITALISATION GROUP

1.5 The following is a summary of the activity undertaken by the group: -

1.6 Received and reviewed the proposed programme of work for the Digitalisation work stream and championed the need for the inclusion of customer intelligence in any new models of contact developed. Members also asked officers to ensure that internet and communication black spots are considered into any developments.

1.7 Received an update on the new platform the council was developing to enable its website to support mobile technologies and to support book and pay options.

1.8 The group considered the following research papers; Government Digital Strategy, Statistics on how people want to engage (ACORN data), Digital Innovation Fund.

1.9 Received an update on how new digital technology was supporting the book and pay process in helping deliver and grow the sign up to the Council's Garden Waste scheme.

1.10 They received an update on the customer service pods that will help support the council's assisted digital offer. The pod will be situated in the new reception area and will be a secure environment where residents who do not have access to digital or are unsure of how to use digital services will be able to utilise them.

1.11 ALIGNING PUBLIC SERVICES GROUP

- 1.12 The following is a summary of the activity undertaken by the group: -
- 1.13 The group considered and reviewed the Government's One Public Estate programme to provide context on what Breckland was attempting to achieve in this work stream.
- 1.14 The group received updates on the progress being made on co-locating the Department of Work and Pensions into Elizabeth House to improve the service delivered to residents who use both services. The group received a guide tour of the new office space and reception area so that they could understand how the new area would be beneficial.
- 1.15 The group received updates on the plan to co-locate the Department of Work and Pensions into Breckland House in Thetford once the work at Elizabeth House was completed.
- 1.16 The group received an update on the development of the Early Intervention Hub at Breckland House. This is a joint project with multiple partners that is aiming to engage earlier with young people with service needs and their families to help support them and reduce the cost of service provision by supporting them before their needs escalate.
- 1.17 At the next meeting the group will be visiting the Early Intervention Hub site at Breckland house to get a greater understanding of the work that is happening.

1.18 ORGANISATIONAL DESIGN GROUP

- 1.19 The following is a summary of the activity undertaken by the group: -
- 1.20 The group considered and reviewed the programme plan for the OD work stream and noted that there were two types of projects; one set that looked to support and develop the officers to deliver the organisation's strategic vision for the future through things such as the digital passport training resource; and one that looks at structural design of the teams and how these can be made more efficient and the development of potential income generation opportunities.
- 1.21 The group received an update on the work the council is doing with the Local Government Association to develop an Organisational Development plan now known as the 'People Plan'. The group were introduced to Sharon Varney the lead advisor who is working with the council, who outlined the work being conducted to have the 'People Plan' in place by 31st March 2016.
- 1.22 The group is scheduled to meet on the morning of 3rd March and will review progress to date on the following active projects; People Plan, Digital Passport, Service reviews of Legal Services, Democratic Services, Human Resources and Corporate Improvement. It will consider the projects that have been completed and will look to see that the aims and objectives of these have been achieved. It will also consider and make recommendations on a document known as the 'Service Review Specification' which is a guide to what a service review should achieve such as income generation and efficient working practices.

1.23 COMMERCIALISATION GROUP

- 1.24 The following is a summary of the activity undertaken by the group: -
- 1.25 A scene setting sessions that covered the importance of why we need to commercialise, it is about maximising the return on our investment, understanding risk, investing in the short

term to make gains in the long run.

- 1.26 They reviewed initial proposals around Breckland Training Service, it was agreed that the service needed a business case developed to help deliver a new business model. This would possibly include the addition of sales and marketing resources to the core team along with the use of skilled associate trainers that can be brought in on an as needed basis.
- 1.27 They received updates on the work that is being conducted on reviewing the commercial assets base with a view to ensuring that they are delivering the most yield and that we are considering the options of dealing with those that are not.
- 1.28 They received updates on how the council is reviewing its approach toward procuring third party goods and services. The new approach will aim to deliver a reduction in the overall amount the council spends on these types of services through better commissioning but also how it ensures that more of these opportunities are successfully procured by local providers. A new strategy is being drafted for review by the group shortly.
- 1.29 They received updates on the further development of the council's garden waste scheme, which is looking at how membership to the scheme is increased and therefore brings additional money into the council. New software has been procured to support the expansion of the scheme and make it more attractive to residents by enabling them to pay and order their bin online, this will realise some savings to the council through its Serco contract.

2.0 **OPTIONS**

- 2.1 No recommendations made. Report for information and to be noted only.

3.0 **REASONS FOR RECOMMENDATION(S)**

- 3.1 No recommendations made. Report for information and to be noted only.

4.0 **EXPECTED BENEFITS**

- 4.1 Not applicable.

5.0 **IMPLICATIONS**

- 5.1 it is the opinion of the Report Author that there are no implications.

6.0 **WARDS/COMMUNITIES AFFECTED**

- 6.1 No Wards or Communities are affected

7.0 **ACRONYMS**

- 7.1 NA

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Director / Officer who will be attending the Meeting

Name and Post: Greg Pearson – Corporate Improvement & Performance
Manager

Key Decision: No

Exempt Decision: No

Appendices attached to this report:

NA