

REPORT TO: POLICY AND RESOURCES COMMITTEE ON 15th DECEMBER 2009

SUBJECT: DESIGNING BETTER SERVICES PHASE 2 (DESIGN):

- CUSTOMER THEME - FULL BUSINESS CASE
- WORKFORCE THEME – FULL BUSINESS CASE
- DBS PROGRAMME - GENERAL UP-DATE

BY: CHIEF FINANCIAL OFFICER

1. REASON FOR REPORT

- 1.1 To consider the recommendations detailed in the business cases for the DBS Customer and Workforce themes and approve progression to implementation for these themes.
- 1.2 To up-date the Committee on progress for other areas of the DBS programme.
- 1.3 This report is submitted to Committee in terms of Section A(II) of the Council's Administrative Scheme relating to Managing the Finances of the Council Section A(42), the organisation and management processes of the Council.

2. RECOMMENDATION

2.1 It is recommended that the Committee

- a) **approve the 2 business cases and progression to the implementation of the Customer and workforce themes; and**
- b) **note progress in all other areas of the DBS programme.**

3. BACKGROUND

- 3.1 DBS Phase 1 was a cross-Council project to identify opportunities to deliver service improvements and efficiencies. DBS Phase 2 (Design) is the development of these opportunities as 6 themed workstreams within the DBS programme of work. The process involves a review of options to establish a proposal for detailed design and, after approval of this committee, preparation of a detailed business case and implementation plan for roll-out across the council in order to deliver the programme vision - "By the end of the programme, the Moray Council will be recognised as an exemplary customer-focused authority, delivering services more effectively and more efficiently." This has been done in consultation with Service staff and other partners.

- 3.2 A programme business case spanning all 6 themes will be presented to this Committee on the 3rd March 2010. It will include a breakdown of the aggregated theme benefits and detail the level of investment required to implement all recommendations. In the short-term, and similar to the early acceptance of the Procurement theme recommendations when the application to proceed was approved on the 22nd September 2009, the Customer and Workforce theme are presented ahead of the programme business case. In the interim, subject to approval by this committee, work will commence on preparation for the transition and the development of the implementation planning for both themes.

4 CUSTOMER THEME

- 4.1 The executive summary of the Customer theme business case for consideration by this Committee can be found at **Appendix 1**. The complete report is available on the Members' Portal. The theme Design Mandate was approved by this Committee 30th June 2009. The report was also considered by the DBS Programme Board on 26th November 2009.

The business case provides an indicative timescale of around 4 years for full implementation of this theme. This is based on experience of the IT software supplier and other councils. However, the council does have experience of implementing and operating a relatively small contact centre and once this has been transferred to the new environment the implementation plan will be re-assessed with a view to accelerating the plan.

WORKFORCE THEME

- 4.2 The executive summary of the Workforce theme business case for consideration by this Committee can be found at **Appendix 2**. The complete report is available on the Members' Portal. The theme Design Mandate was approved by this Committee 30th June 2009. The report was also considered by the DBS Programme Board on 26th November 2009.

There are a number of interdependencies between the 6 DBS themes that mean that certain savings will only be achieved if two or more themes are implemented. The efficiency savings associated with a reduced requirement for office accommodation rely on much of the work within the workforce theme. To avoid double counting of the efficiency savings, where there is such an overlap, are allocated to one theme and in this case the savings are being allocated to the property theme.

5 DBS PROGRESS – GENERAL

- 5.1 The DBS Phase 2 (Design) programme plan overview is at **Appendix 3**. The alignment of the 6 themes within the programme recognises the interdependencies and maximises the delivery of benefits. Overall, the programme remains on target. An up-date on each remaining theme is provided below:

5.2 Operational Support The scoping work is near completion, thereafter work will focus on the design of the solutions to support the process, organisation and technological recommendations. It is expected that elements of the design task will have to be carried over into the implementation phase. It is considered that this will not necessarily impact on the overall delivery of the changes or the delivery of benefits.

5.3 Property – The four elements of this theme are listed below:

- (i) Elgin Office Campus – The SMT Sub-Group is finalising the design brief. A presentation to members was delivered 25th November 2009. Work remains on target.
- (ii) Other Offices – An assessment of the current office portfolio has been completed and the impact of the Customer and Workforce themes has been mapped across. The next task is to establish and review the options available to the Council. The theme board will review these options once the Elgin campus project work is completed.
- (iii) Depots – The DBS impact on workshops and depots is minimal. There is a need for a “root and branch” review and this will be scheduled as and when project resources are available.
- (iv) Asset & Facilities Management – The detailed work now includes the management restructure recommendation to bring together DLO, property and estates functions.

5.4 Procurement – The full business case has been approved by this Committee. The consultation period has finished and a separate progress report will be presented to this Committee.

5.5 Vehicles – The Design Mandate was approved on the 22 September 2009. The theme remains on track with specialist officers from Waste, Housing and the Public Transport Unit services joining the Theme Board in order to maximise the benefits.

6. COST / BENEFIT PROFILE

6.1 An interim cost and benefit profile for the programme is at **Appendix 4**. It includes the outline benefits identified at the end of Phase 1, the refined figure at the end of each design mandate and detailed figures included in the completed business cases. A complete profile will accompany the programme business case and include the benefits from the 3 remaining themes.

7. IMPLEMENTATION PLANNING

- 7.1 The implementation of the programme will be a considerable challenge to the council. Programme workstreams will be reconfigured to accommodate the interdependencies, maximise benefits and minimise disruption. The tasks, roles and responsibilities for Service and support staff have been identified and work is on-going to allocate resources accordingly – this will be reported in March 2010. The intention is to roll-out the recommendations in a prioritised Service-by-Service order from June 2010. The first part of the programme (Jan 2010 onwards) will focus on setting up the transition, this includes the procurement, configuration, test and trialling of technology and the preparation for the considerable training task to support the roll-out. This will have a considerable impact on all council services.

8. SUMMARY OF IMPLICATIONS

(a) Corporate Development Plan/Community Plan/Service Improvement Plan

The transition of services into the new centralised procurement operation will inform service improvement plans.

(b) Policy and Legal

The introduction of the customer and workforce recommendations will reinforce compliance and improve performance.

(c) Resources (Financial, Risks, Staffing and Property)

The business cases detail the significant financial investment required to support the delivery of the benefits. There are major staffing and property implications.

(d) Consultations

All departments have been involved in the development of the business cases.

Trade Unions are represented on the Programme Board. A separate consultation is being undertaken with staffing unions and their views from this consultation have been considered throughout the process.

9. **CONCLUSION**

- 9.1** **The Customer & Workforce business cases confirm the need to change the council's approach to customer services and the ways we work in order to secure efficiency savings and service improvements. It is therefore recommended that the council should implement fully the recommendations detailed in the business cases.**

Author of Report:	David Morris, Programme Manager
Background Papers:	Available on the Elected members portal
Ref:	(710366/710371/710374/710378/710381/710383/710385)