



ARTICLE NO: 2A
CORPORATE & ENVIRONMENTAL
OVERVIEW & SCRUTINY
COMMITTEE

MEMBERS UPDATE 2013/14
ISSUE: 3

Article of: Transformation Manager

Relevant Managing Director: Managing Director (Transformation)

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SUBJECT: ORGANISATIONAL RE-ENGINEERING UPDATE

Wards affected: Borough wide interest

1.0 PURPOSE OF ARTICLE

1.1 To provide an update on the Council's Organisational Re-engineering (OR) programme to date. This includes information on the following:

- The level of cash and efficiency savings resulting from OR, together with some examples of improvements to both service delivery and customer accessibility
 - Progress of the Organisational Re-engineering (Efficiency Reviews) Framework and proposed service areas for future OR reviews.
 - Reporting of an exception to Contracts Procedure Rules granted by the Managing Director (People and Places)
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2.0 BACKGROUND AND CURRENT POSITION

2.1 The Council launched its Organisational Re-Engineering programme in 2004 and to date has conducted nine successful OR Projects. These projects are:-

- Council Tax
- Travel Concessions
- Housing – Property Services
- Street Scene (support services)
- Electronic Document Management (EDM)
- Environmental Health
- Private Sector Housing
- Sheltered Housing
- Planning Services

As Members have been advised previously of the outcomes in respect of the above, this report focuses on the reviews undertaken within Sheltered Housing and Planning Services, as well as providing an update on current projects being undertaken.

2.2 As referred to within the Business Plan, OR is an essential tool in helping to deliver savings and efficiencies for the authority in a planned and co-ordinated way. Clearly, there is the continued need for the authority to:-

- Secure tangible year on year savings and efficiencies, within both front and back office.
- Promote greater accessibility for all citizens by migrating services and the associated workload to 'front of house' i.e. to the website; to the Contact Centre; and to the Customer Service Points (CSP), thus improving service delivery from the customers' point of view.
- Encourage staff ownership and promote the work undertaken on innovation/maximising the use of new technology, especially at a time of overall budget reduction.
- Deliver more streamlined and customer centric services through harnessing the latest technology, thus maximising customer satisfaction levels in line with increasing citizen expectations.

2.3 A total of 144 services can now be accessed from within Customer Services, with only one interaction which, for example, means that Customers can request a recycling receptacle, report a housing repair, pay a bill, book a pest control appointment, report illegal gypsies/traveller sites and so on, all within one interaction. Additionally, our website customers have access to more than 100 online services. Customers can request services, make payments, report problems, give their views, find information and much more through the website, which is available 24/7, 365 days a year.

2.4 Following a Major Service Review exercise, Members agreed that the vast majority of the Council's OR Manager resource would be best utilised to conduct reviews within Housing and Regeneration Services.

The first review is being conducted across 3 service areas within Landlord services. These are:-

- Voids & Allocations (inc. Housing Options)
- Estate Management
- Rent & Money advice

This project started in May 2013 and is focusing on the 'life cycle of a tenant' and will conclude with a report being presented to Cabinet in June 2014.

The project's main focus is to help Housing & Regeneration achieve their vision *"To be a top performing Landlord in an economically vibrant West Lancashire"*. It will do this by generating service efficiencies and any savings resulting from this can then be reinvested within the service to support delivery of this vision.

3.0 OR FRAMEWORK AND AREAS FOR FUTURE OR REVIEWS

3.1 Members may recall that a tendering exercise took place and in 2011 six external organisations were appointed to the Council's Organisational Re-Engineering (Efficiency Reviews) Framework which remains live until 2015. These six organisations are:-

- Ad desse
- Agilisys
- CPC
- KPMG
- RSM Tenon
- UK Public Sector

The advantage of formalising a Framework list is that Members will have the continued flexibility regarding the roll out of OR as the OR Manager will also be able to conduct reviews at the same time as consultants should this remain desirable.

3.2 The Business Plan working group have previously agreed that the next corporate area for an OR review is within Legal and Democracy Services. This review will be conducted by an organisation from the Organisational Re-Engineering (Efficiency Reviews) Framework following a tender exercise which is currently nearing its conclusion.

3.2.1 The review of Legal and Democracy Services will commence with preparatory work before Christmas and will begin "in earnest" in January 2014.

3.2.2 When the tenders (conducted under the Framework) were received by the Council in respect of the Legal and Democracy Services review they arrived (as they should do) in the Council's standard "tender return envelopes". However one of the tender return envelopes has a label stuck to it bearing the name of the tenderer. This is precluded by the Council's Contracts Procedure Rules and was in contravention of the instructions concerning the submission of tenders as contained in the invitation to tender documents. However that tender was the lowest (by a substantial margin) and after considering the matter officers were of the opinion that the appearance of the label on the tender return envelope was highly unlikely (under these particular circumstances) to effect the results of the tender exercise. Therefore the Managing Director (People and Places) granted an exception to Contract Procedure Rules to allow this tender to be admitted to the tender evaluation process. This factor is brought to Members' attention to comply with the requirement in Contracts Procedure Rules that whenever an exception is granted by one of the Managing Directors it should be reported in a Members update.

3.3 The rollout of OR will remain under regular review in order to ensure that organisational priorities are met and therefore in full accordance with the Business Plan.

4.0 UPDATE ON RECENT OR PROJECTS

4.1 SHELTERED HOUSING

4.1.1 The OR review recommended a series of service improvements which provide a faster, more convenient and efficient service for customers. However the main purpose of the review was to assist WLBC to submit a successful bid to Lancashire County Council to deliver the Supporting People older persons contract in the future. LCC had originally advised that the Councils current contract would cease on 31/03/2013. However within the existing contract documentation there is discretion for a 27 month extension to that contract. As agreed at Cabinet on 15/01/2013 a further report will be submitted to Cabinet when LCC service model and contract arrangements are known.

4.1.2 The following points provide Members with an update on some of the key recommendations from the Sheltered Housing Report agreed by Cabinet on 15/01/2013

- A separate business unit/cost centre which delivers Housing related support to older people has now been set up this included the creation of separate posts to manage the “building related” activity.
- Work to confirm the cost and income base for each sheltered scheme is on-going and will form part of a report back on sheltered services charges as part of the revenue estimate process.
- Housing & Regeneration have included the introduction of mobile devices on their work plan for 2013/14 and highlighted this as a commitment in their latest Annual Report. This will help improve the ICT infrastructure to avoid duplication and delays (caused by paper based processes) and improve communication and service delivery systems.
- Work is on-going by technical experts to define a specification and costs for a complete upgrade of scheme based monitoring and call monitoring/equipment.

4.2 PLANNING

4.2.1 Cabinet Members agreed recommendations from the Planning report at its meeting on 17/09/2013, and as a result work has commenced to ensure that all the agreed actions are implemented within the required timescales.

5.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY

5.1 The continued roll out of OR will help generate further essential savings and/or efficiencies for the authority, whilst simultaneously driving up quality and accessibility of services for the citizens and businesses of West Lancashire in accordance with the Business Plan.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

6.1 The level of cumulative cash savings identified to date amounts to approximately £3.2 million, with efficiency savings also gained totalling approximately £910,000.

7.0 RISK ASSESSMENT

- 7.1 OR plays a critical role in identifying savings and service improvements, particularly in the current economic climate, without OR the authority would miss out on opportunities to make further savings and efficiencies, whilst at the same time improving services for our customers.

Background Documents

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Article.

Equality Impact Assessment

This Article is for information only and does not have any direct impact on members of the public, employees, elected members and/ or stakeholders. Therefore no Equality Impact Assessment is required.

Appendices

None.