

FOR PUBLICATION

GREAT PLACE : GREAT SERVICE UPDATE (B000)

MEETING: 1. CABINET

DATE: 1. 23 SEPTEMBER 2014

REPORT BY: GPGS PROGRAMME MANAGER

WARD: ALL

COMMUNITY ASSEMBLY: ALL

KEY DECISION REFERENCE (IF APPLICABLE): 439

BACKGROUND PAPERS FOR PUBLIC REPORTS:

TITLE: LOCATION:

1.0 PURPOSE OF REPORT

1.1 To update Members on the progress of the GPGS Transformation Programme from Jan 2014 to Jul 2014.

2.0 RECOMMENDATIONS

2.1 That Members note and comment on the performance of the GPGS Programme for the period Jan 2014 to Jul 2014.

3.0 BACKGROUND

3.1 Cabinet agreed the GPGS Transformation Programme on the 3 Dec 2013.

3.2 Chesterfield Borough Council (CBC) is facing a set of challenges which are more testing than any faced in recent times. This is most clearly illustrated by the fact that the national austerity measures have resulted in a reduction of central government funding of £3.5 million, over a period of 3 years. This equates to a cut of 27%.

3.3 At the same time as having to deal with the financial challenges, the Council acknowledges the growing expectations from stakeholders (public, businesses, visitors etc) in terms of the quality of both service delivery and access to services.

3.4 The GPGS transformation programme is a fundamental part of our response to the above. The programme contains three key messages:

- By spending £1.4 million we will save £3.5 million over 10 years
- We want to make Chesterfield a great place to live in, work and visit
- We want to deliver great services for the people of Chesterfield.

3.5 And its objectives include:

- Helping to deliver the Council's vision – 'Putting Our Communities First'
- Creating a shared vision of how CBC will operate in future and communicating it effectively
- Improving the customer experience
- Achieving an integrated approach to delivering four key strategies – ICT, Customer Services, Workforce Development and Asset Management
- Helping to deliver a solvent and financially sound council over the medium term (2014/17)
- Having a workforce that is willing and able to embrace change
- Introducing flexible working and a modern working environment.

4.0 DELIVERABLES IN THE 1ST 6 MONTHS

Much has been achieved in the first 6 months:

- The merger of two operational depots. This has seen the SpirePride employees at East Lodge move in with the Housing OSD team at Stonegravels. This is a great example of GPGS in action. Not only are we seeing the benefits of two formally disparate operational teams now working more closely together, but through part investment of the capital receipt achieved through the sale of East Lodge depot site, we have been able to substantially upgrade the quality of staff accommodation and facilities at the Stonegravels depot.
- The cashiering service at Staveley area office has been moved to the Healthy Living Centre providing a self-service facility for citizens to pay their council tax and housing rent at a specially designed unit integrated into the HLC café area. This had also provided the opportunity for the Council to make a capital receipt from the sale of the Staveley area office.
- A new process for recording employee time has been successfully introduced which removes the need for staff at the Town Hall to 'clock in and out.'
- WiFi has been installed at the Town Hall in Committee Rooms 1 and 2.
- Four voluntary sector organisations (VSOs) have taken up space in the lower ground floor of the Town Hall. This has contributed to the future sustainability of these VSOs through securing their longer term space needs whilst also providing the Council with an annual rental income stream.
- The Executive Board has agreed to procure a self-serve and Customer Relationship Management system that will provide the opportunity to make it easier for our citizens to transact with the Council at a time and place suitable to them.
- Over 10 volunteering groups have been established to give employees the opportunity to shape the GPGS programme and make appropriate recommendations to the Executive Board on key issues around Customer Services, property, ICT and transformation.

- The GPGS project team have, for the first time, mapped every ICT system the Council has and also pulled together the costs for providing these systems.
- The Project Academy has seen a further two recruits. James Wild is seconded from his role as Environmental Enforcement Officer. He is currently working on the Visitor Information Centre Hub, Community Rooms and PPE projects. Joe Tomlinson is seconded from his role as Community Safety Officer. He is currently working on the CCTV, fuel efficiency and PAT testing projects.
- The Council have now invested in the development of its own in-house lean capacity and capability with 10 employees now trained to the Master Belt level.
- A Council wide approach to training and development (Corporate and Leadership development) has been designed around the whole GPGS programme. This seeks to equip all employees with the right tools and techniques to support the Council with the delivery of the GPGS programme and to face the challenges ahead. Around 130 employees have already been through this programme. All employees will have completed their own training programme by 2016.
- A real early success story has been the positive movement in the Capital Receipts Programme. In addition to the previously mentioned successes (East Lodge and Staveley area office), the GPGS programme has also been successful in securing the sale, subject to contract, of the former Derbyshire Unemployed Workers Centre site on Saltergate. Also, by disposing of East Lodge the Council have avoided the need spend £78,000 for asbestos removal.
- The Council challenged the Valuation Office on the amount it pays in Business Rates. Until July 2014, the Council has received a one off payment of £195,000 and also an annual saving of £55,000. Included in this figure is the Crematorium receiving a backdated one off payment of £86,000 and an annual business rate saving of £30,000. Due to the Crematorium being a joint venture, Chesterfield Borough Council receives 55% of this saving. Also included in the figures is the Boythorpe Road car park which received a one off payment of £40,000 with an annual business rate saving of £11,000 pa.

- The project team have also developed a new Business Optimisation Tool that, once populated with key financial, operational and employee data, will prioritise the service areas with the greatest opportunity to deliver further efficiencies whilst sustaining and improving service performance and customer experience.
- Analysis of staff role profiles has been completed to identify those able to work flexibly in the future, their technology needs and what reasonable adjustments might be required.
- The GPGS programme team have consulted with staff on the proposed model office layout, colour scheme, materials and general look and feel. Mood boards were displayed in the proposed area and feedback was sought from staff. In total 77 responses were received with a general feeling of positivity about the proposal. In conjunction with the consultation the Council have also procured a Conservation Management Plan to understand the impact of GPGS on the Town Halls historic value.

5.0 PLANNED DELIVERABLES FROM AUGUST 14 TO JAN 15

- Over the next 6 months of the GPGS programme it is envisaged that The Council will have procured its self-service, CRM and document management software technology.
- A conservation/ heritage assessment of the Town Hall will be completed
- The model office for Council staff will have been implemented and the members' environment will have been relocated to the first floor.
- We will have populated the Business Optimisation Tool for all key service areas and will have begun to map existing service processes with a view to utilising the self-service, CRM and document management tools to support forward Lean activity.
- Heads of Terms and an agreement in principle will have been agreed with the Register Office to allow them to lease space at commercial rates within the Town Hall.

- A decision will have been made on the future sale of the land at Ashgate Road.
- The future space plan for the Town Hall will be agreed and a contractor procured to begin the capital works and reorganisation of the Town Hall.
- A flexible working solution will have been procured and plans for a full roll out agreed.
- Further work will have been progressed with the Valuation Office to challenge the business rates paid by the Council for its operational assets.

6.0 FINANCE

6.1 A financial statement has been prepared at Appendix 1.

6.2 The headlines are:

Capital

The combined capital receipts for the sale of the DUWC site, Staveley area office and East amount to £706,000. This is £108,000 more than originally anticipated.

The total net GPGS programme benefit to the council after planned capital expenditure (Customer Services self-service and CRM, Town Hall reorganisation and the new super depot at Stonegravels) therefore currently stands at £143,000.

Revenue

GPGS expenditure is slightly ahead of planned spend due to an increase in project management costs.

Actual GPGS costs upto July 14 are £60,400.

The actual revenue savings achieved so far by the GPGS programme for 14/15 stands at £230,000.

The GPGS programme is looking to spend £593k in this financial year. Of this amount £212k will come out of existing budgets which brings the net amount of spend to £381k. The revised planned revenue savings currently stands at £503k providing a year 1 surplus of £122k.

7.0 RISK MANAGEMENT

| RISK | LIKELIHOOD | IMPACT | MITIGATING ACTION | RESIDUAL RISK |
|---|-------------------|---------------|---|----------------------|
| 1. Achieving and maintaining momentum | Low | High | The Exec Board provide the direction and pace required to meet the demands of GPGS | Low |
| 2. Delivering and measuring progress against outcomes | Medium | High | Priority status is given to GPGS | Low |
| 3. Delivering and realising the benefits provided by Lean reviews | Medium | High | Increase the pace around the introduction of the Business Optimisation | Low |
| 4. Programme not embedded or achieving organisational support | Medium | Medium | <ul style="list-style-type: none"> • Clear communication • Visible changes • Staff involvement • Strong leadership | Low |
| 5. An effective collaboration reached with arvato/Kier about their role | Med | High | <ul style="list-style-type: none"> • High level strategic discussion with arvato/Kier • Council to be open to discussing a range of options | Low |

8.0 EQUALITIES CONSIDERATIONS

- 8.1 The appropriate level of equality impact analysis and associated mitigating actions has taken place for all the deliverables so far. Equalities consideration form a key part of this project and volunteering groups are actively engaged in equality impact analysis and options appraisals.

9.0 SUMMARY

- 9.1 A positive and solid start has been made on the delivery of the GPGS programme. The key highlights being:

The successful merger of two operational depots has seen a substantial upgrade in the quality of accommodation and facilities at the Stonegravels depot.

The capital receipts programme has seen sales amount to £706,000 which is £108,000 more than what the Council anticipated.

Challenging the Valuation Office on the business rates the Council pays on its operational assets have brought in a one off payment of £195,000 and an annual business rate saving of £55,000. The total amount is expected to increase once all the appeals have been heard by the Valuation Office.

The GPGS programme team supporting the move of four voluntary sector organisations to the lower ground floor of the Town Hall. Not only has this contributed to the future sustainability of these VSO's through securing their longer term space needs it is also providing the Council with an annual rental income stream of £38,000.

10.0 RECOMMENDATION

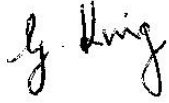
- 10.1 That Members note and comment on the performance of the GPGS programme for the period Jan 2014 to July 2014.

11.0 REASONS FOR RECOMMENDATION

- 11.1 To raise awareness of GPGS performance

Further information on this matter can be obtained from John Moran
(Extension 5389)

Officer recommendation supported.

A handwritten signature in black ink, appearing to read "J. King". The signature is written in a cursive style with a large initial "J" and a long, sweeping tail.

Signed

Lead Member

Date

Consultee Lead Member/Support Member comments (if applicable)/
declaration of interests