

TRANSFORMATION COSTS, BENEFITS AND ACHIEVEMENTS



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Cooperative Scrutiny Board 9 March 2016

TRANSFORMATION COSTS, BENEFITS AND ACHIEVEMENTS



Costs and Financial Benefits

CHALLENGES



The public sector and local communities are facing unprecedented challenges

Plymouth City Council is facing;

- Reduction in Government funding of £33m over the next three years
- Increasing demand and cost of providing services and care for older people
- Demographic and social pressures
- Fall in income from commercial rents
- Rising costs of contracted services
- Direct and indirect impact as a result of welfare reform changes

£17.8 million

of savings had to be delivered in 2014/15

89%

of funding will come from business rates and council tax by 2018/9

69%

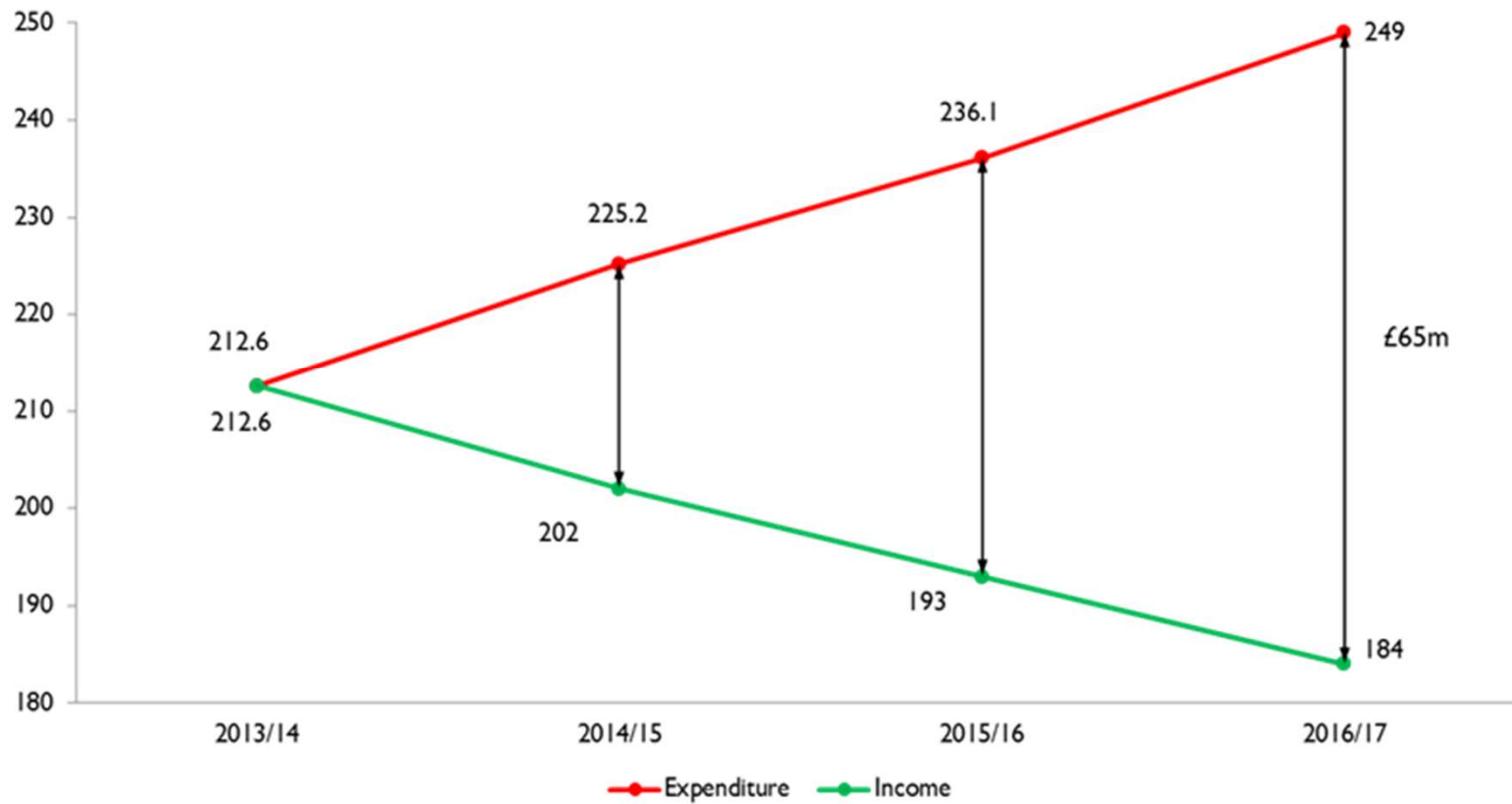
is being cut from our formula grant over four years

FINANCIAL POSITION

FUNDING GAP (Dec 2013)



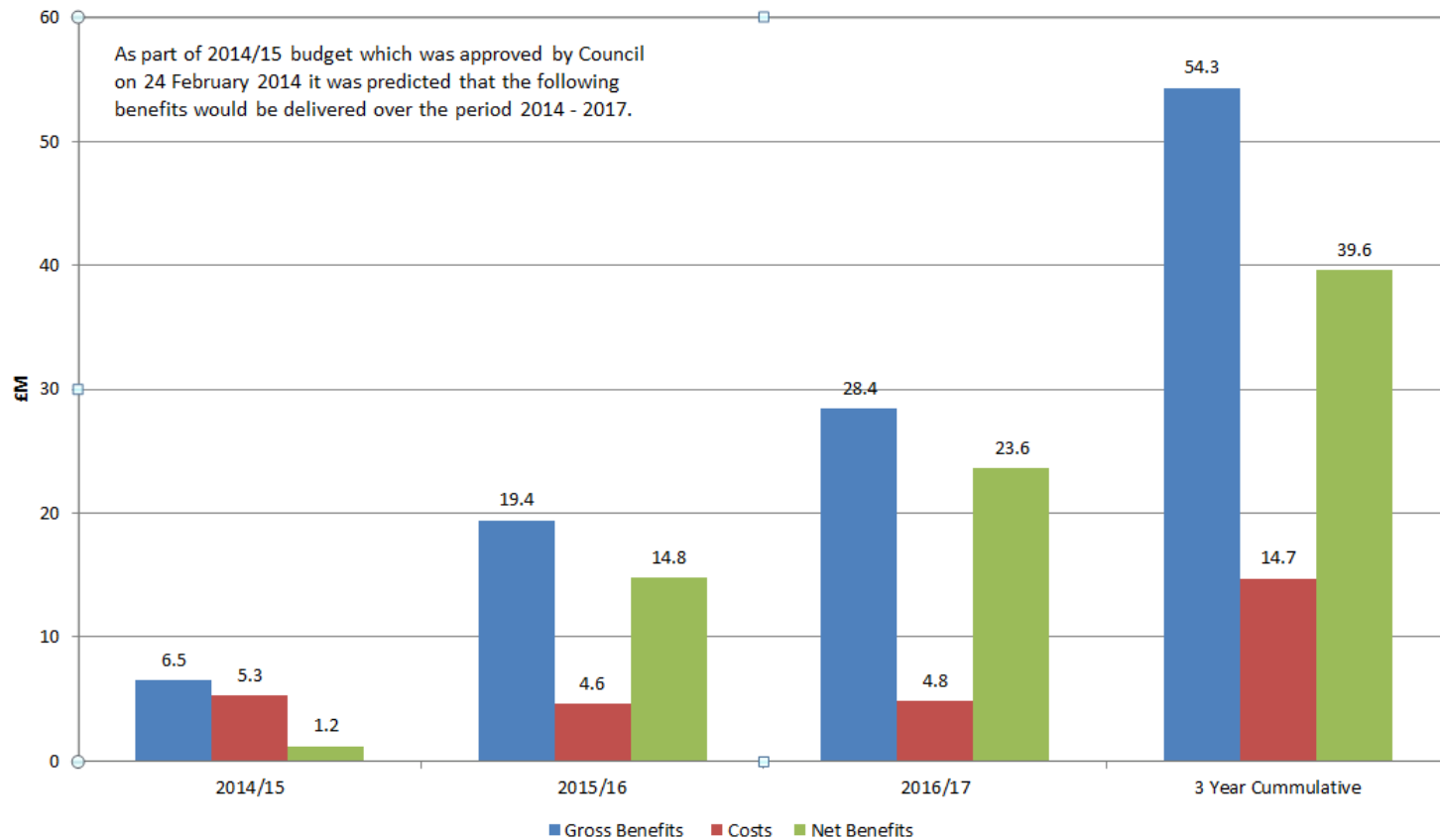
Funding gap over 3 years



ORIGINAL BUDGET POSITION

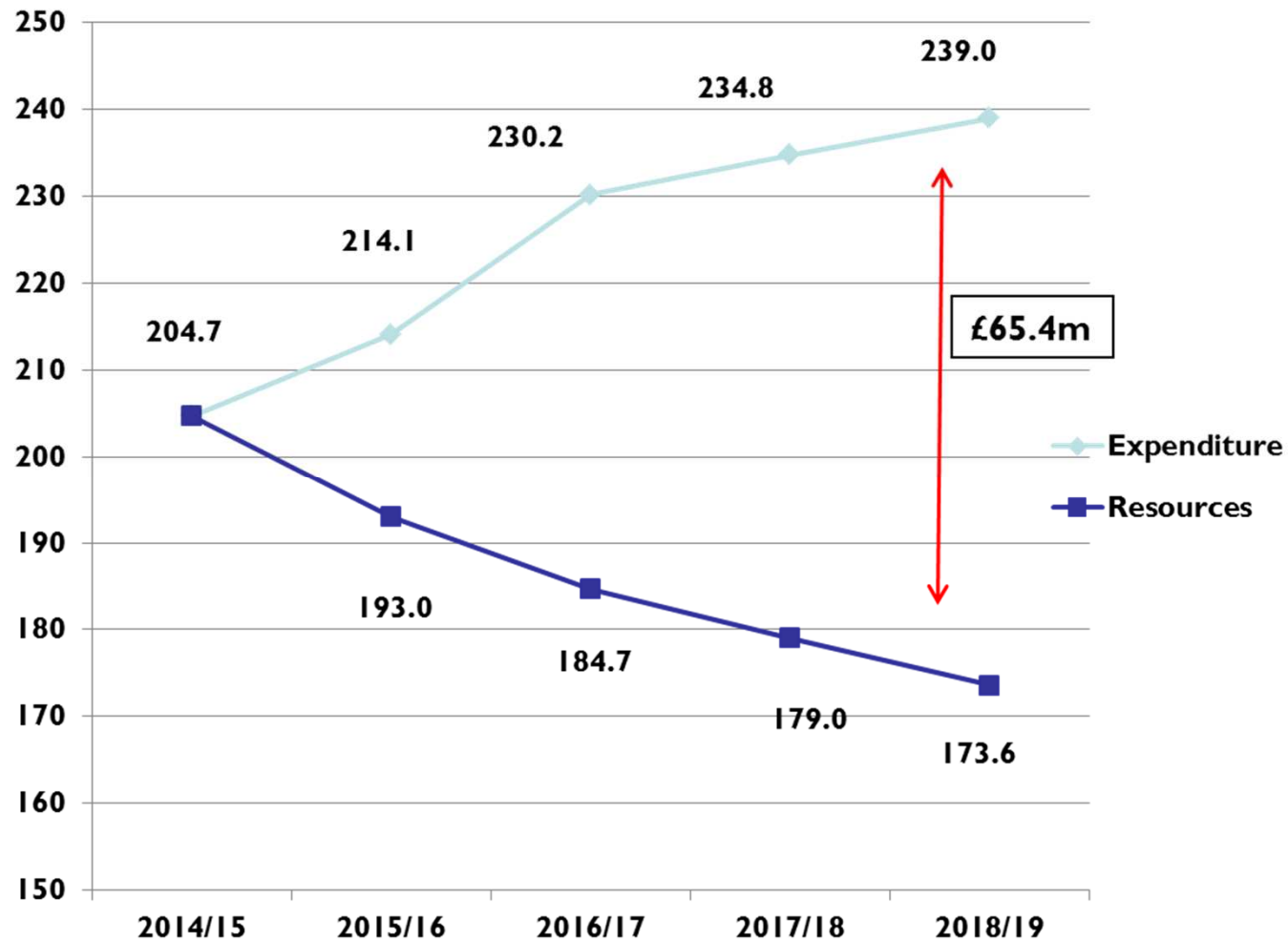


Approved Transformation Predicted Benefits
24 February 2014



FINANCIAL POSITION

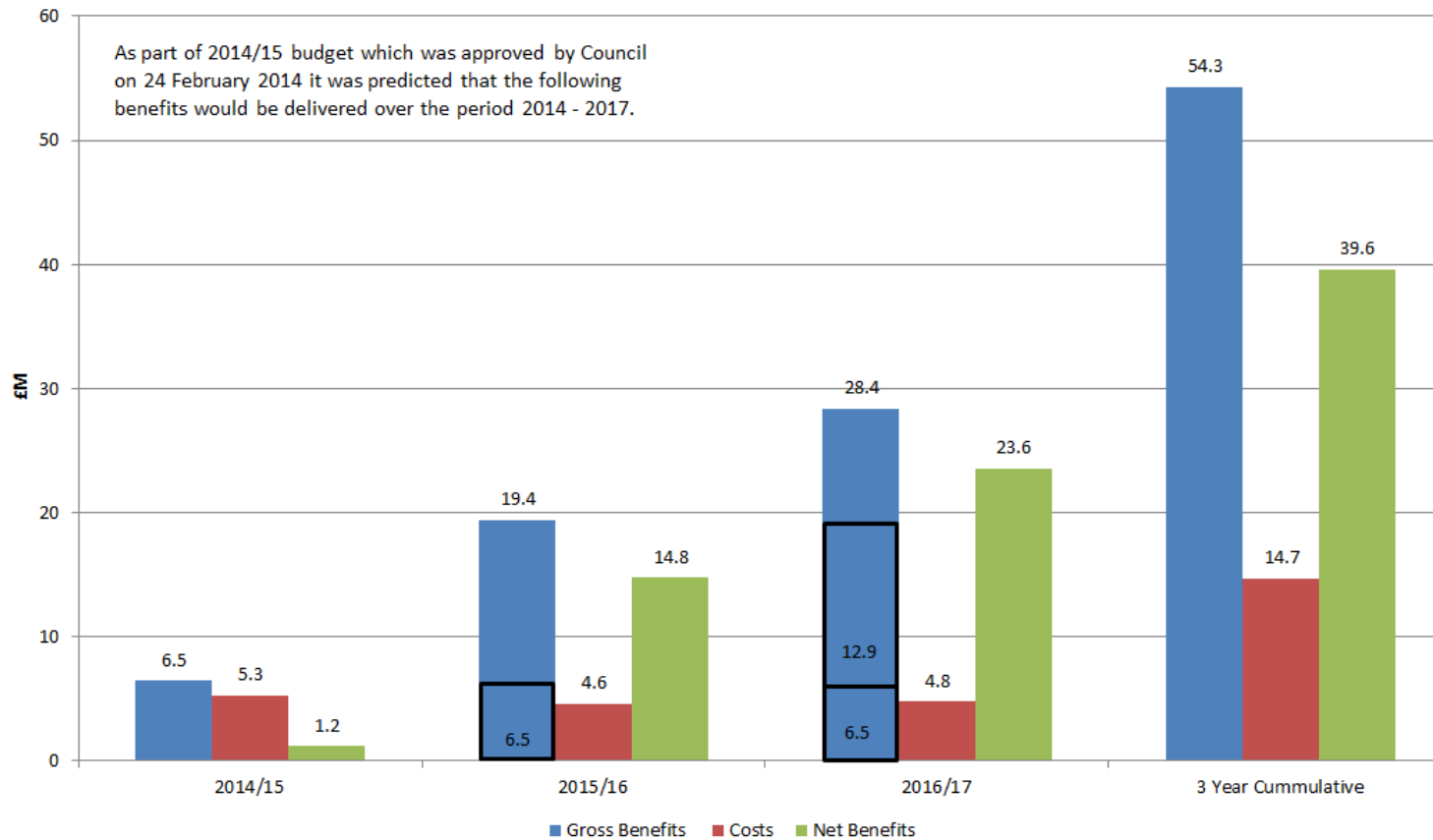
FUNDING GAP (Nov 2015)



ORIGINAL BUDGET POSITION



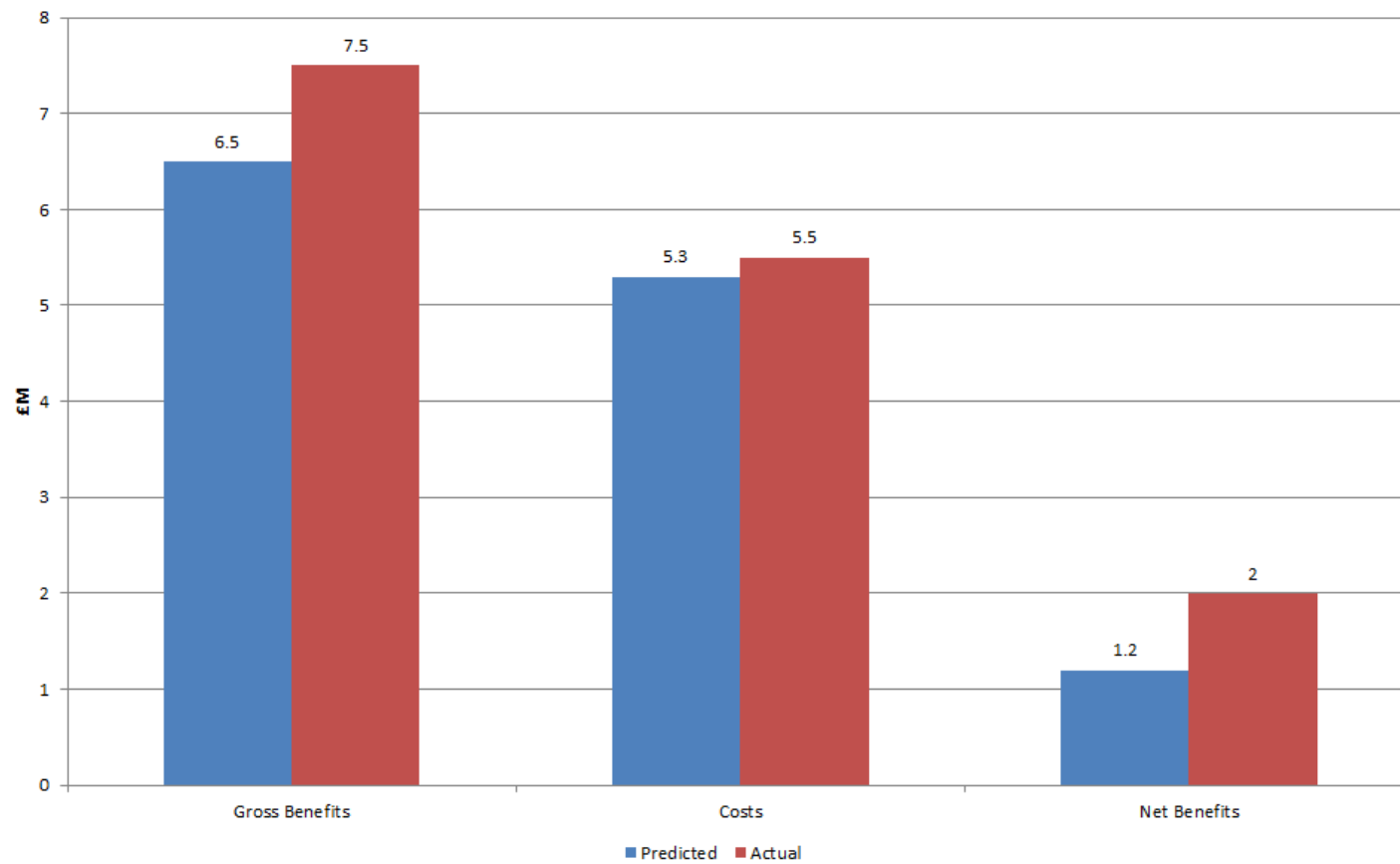
Approved Transformation Predicted Benefits 24 February 2014



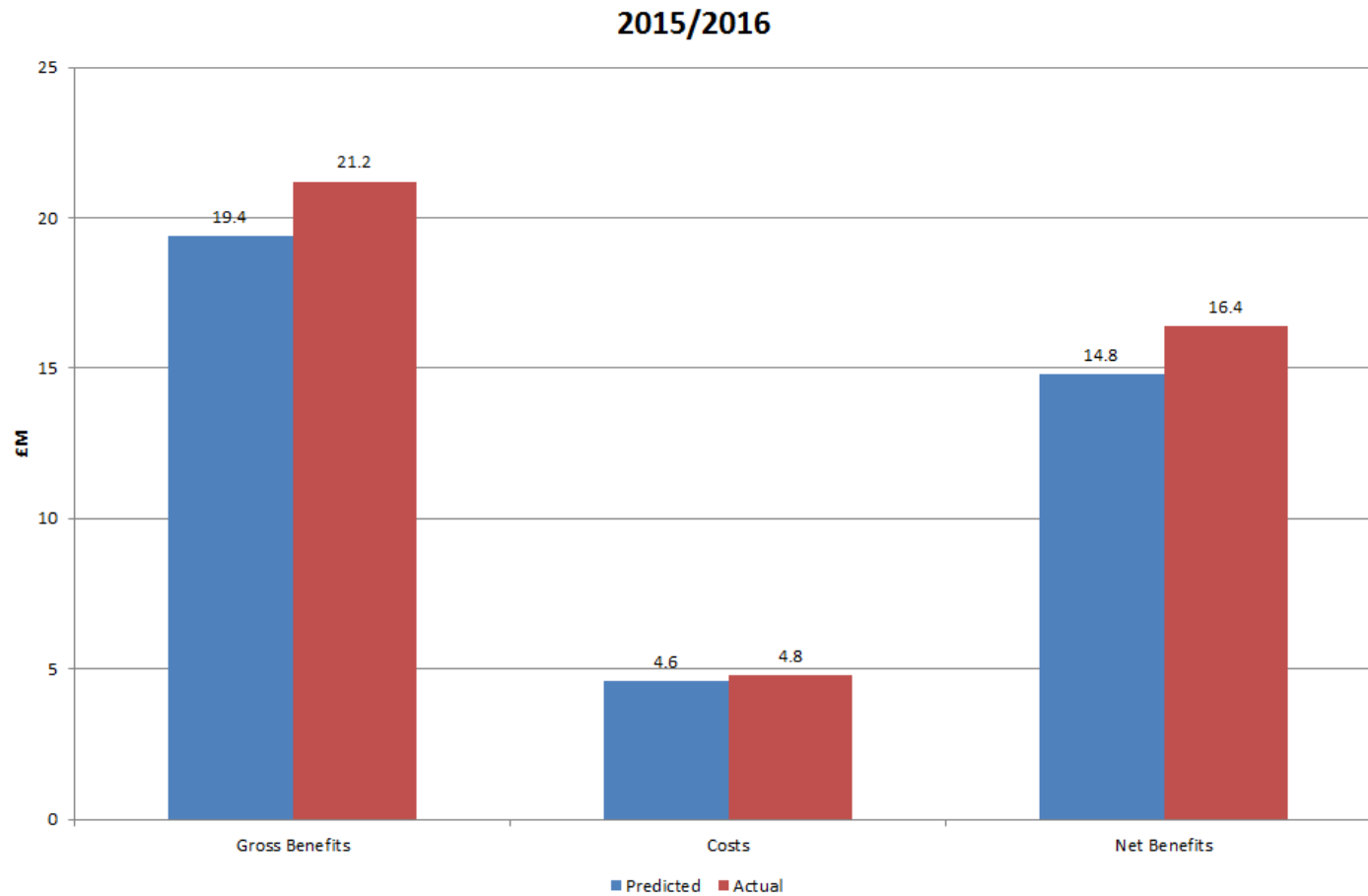
14/15 NET BENEFITS ACHIEVED



2014/2015



15/16 NET BENEFITS

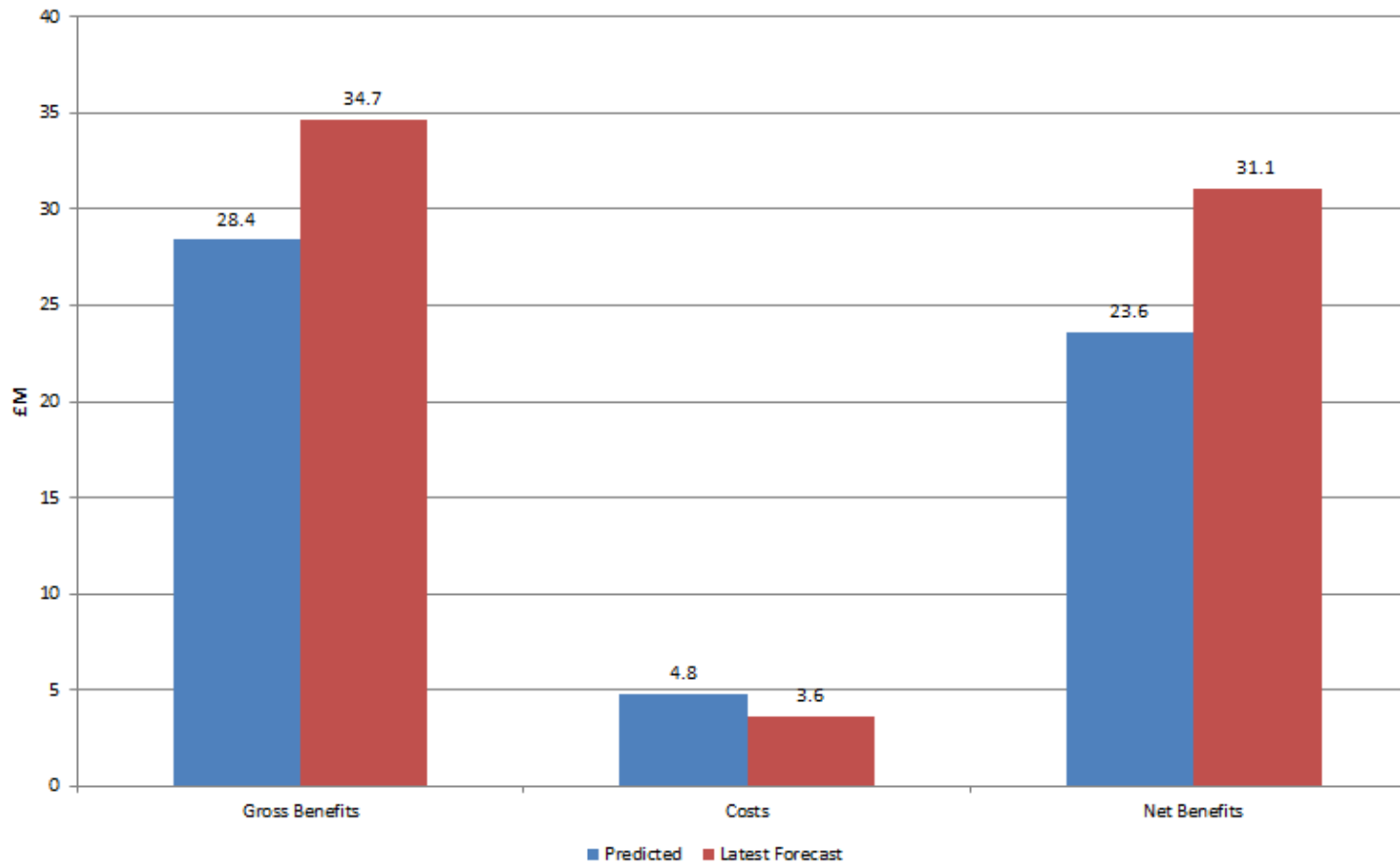


NB: Actuals = Actuals Apr 2015-Jan 16 and Forecast Feb/Mar 16)

16/17 NET BENEFITS LATEST FORECAST



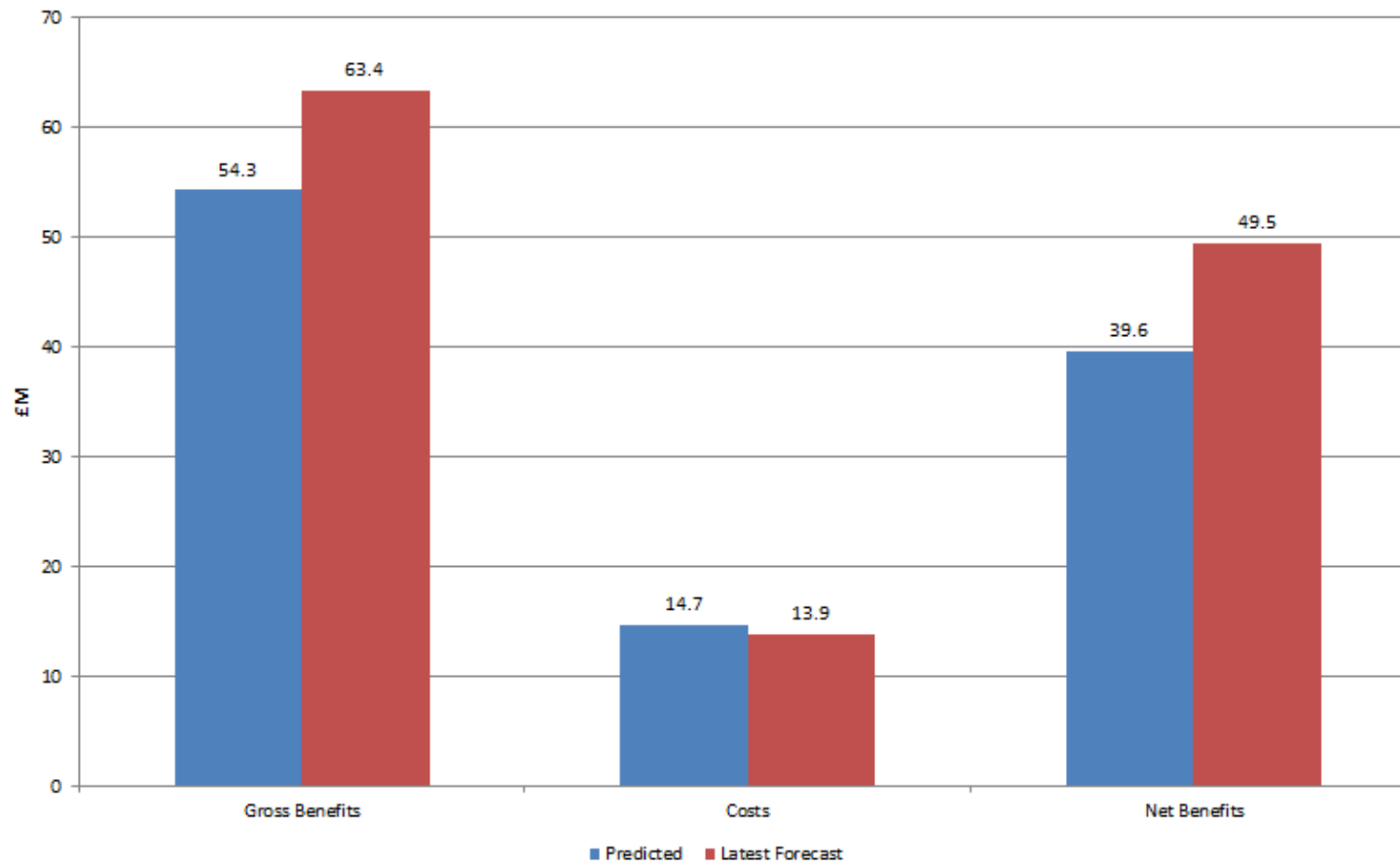
2016/2017



CUMULATIVE EFFECT



3 YEAR CUMULATIVE



TRANSFORMATION



'Some' achievements

IHWB

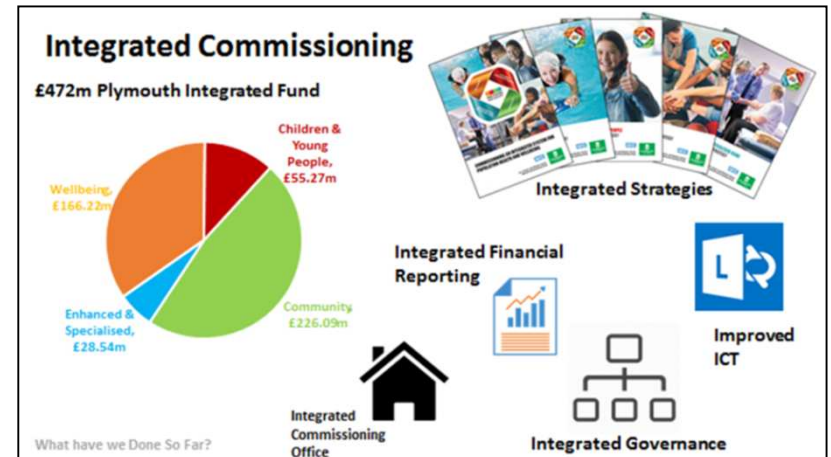


- **Delivered £1.4M gross benefits in 14/15.**
- **On track to deliver £6.99M gross benefits in 15/16.**
- Finalised and signed off the Financial & Legal arrangements for combining budgets in excess of £460m with New Devon CCG
- Begun operating jointly as an integrated Commissioning Function, with a single budget.
- Transferred our Adult Social Care Teams across to Plymouth Community Health Care
- Set up CATER-ed which brings together local schools to provide healthy food to children across Plymouth through a sustainable and affordable service
- Created On Course South West CJVC in partnership with Shekinah Mission and Plymouth YMCA to deliver adult community based learning
- Co-designing with Partners & Families to start co-designing an Early Help Gateway to ensure children get the right care at the right time.

IHWB



- Developed an Integrated Budget between Plymouth City Council and NEW Devon CCG
- Launched integrated financial reporting processes
- Created four integrated commissioning strategies:
 - Enhanced and Specialist Care
 - Wellbeing
 - Community
 - Children and Young People
- Launched an integrated governance process
- Commissioned an Integrated Health and Social Care Provider, preventing admissions and supporting discharges
- Secured £1.2M from schools DSG to develop emotional and mental health wellbeing across secondary schools



IHWB



- Integrated Wheelchair Service
- Co-located Plymouth City Council Commissioners with NEW Devon CCG Commissioner's as the latest step on their integration journey
- Made the necessary changes to comply with the SEND Act 2014 and gained agreement on the future model for SEN services
- Created an Integrated Care Planning process to work with the Creative Solutions Panel to deliver an estimated cost reduction of £1.5m over two years
- Created a Permanency team to support the Local Authority in its role as 'Corporate Parent'
- System Enablers

System Enablers

Projects so far:



Social Care Mobile Solutions Pilot
using mobile tablet technology to offer 'on the move' access to office systems, resulting in better data capture and improved team productivity.

Children's Services Reporting
rationalised DfE/OFSTED reporting improves capacity to meet statutory reporting resulting in greater efficiencies.



The System Enablers Project supports IHWB by providing the technical expertise and subject matter experts to implement I.T. infrastructure and systems.



GATEWAY to services for Children, Young People and Families
User-friendly interface ensures the right help/advice is given at the right time.

Lync communications integration
Integration of PCC/CCG Lync communications resulting in greater collaboration and cost reduction.



Northern, Eastern and Western Devon
Clinical Commissioning Group

What have we Done So Far?

CST



- **Delivered £2M gross benefits in 14/15**
- **On track to deliver £1.35M gross benefits in 15/16**
- Procured the replacement web and digital service platform – Firmstep
- Completed the renegotiation of Customer Service terms and conditions
- Extended opening hours for our customers
- Revised processes following Revs and Bens and shop service review have:
 - Recovered more Council tax debt to bring in over £500k extra in FY 14/15 and more in FY 15/16
 - Resulted in customer needs being handled there and then rather than adding to the backlog
- Opened the 1st Stop Shop on New George Street – joint achievement with POD
- Customer Strategy approved by Cabinet – following a Cooperative Scrutiny review

CST

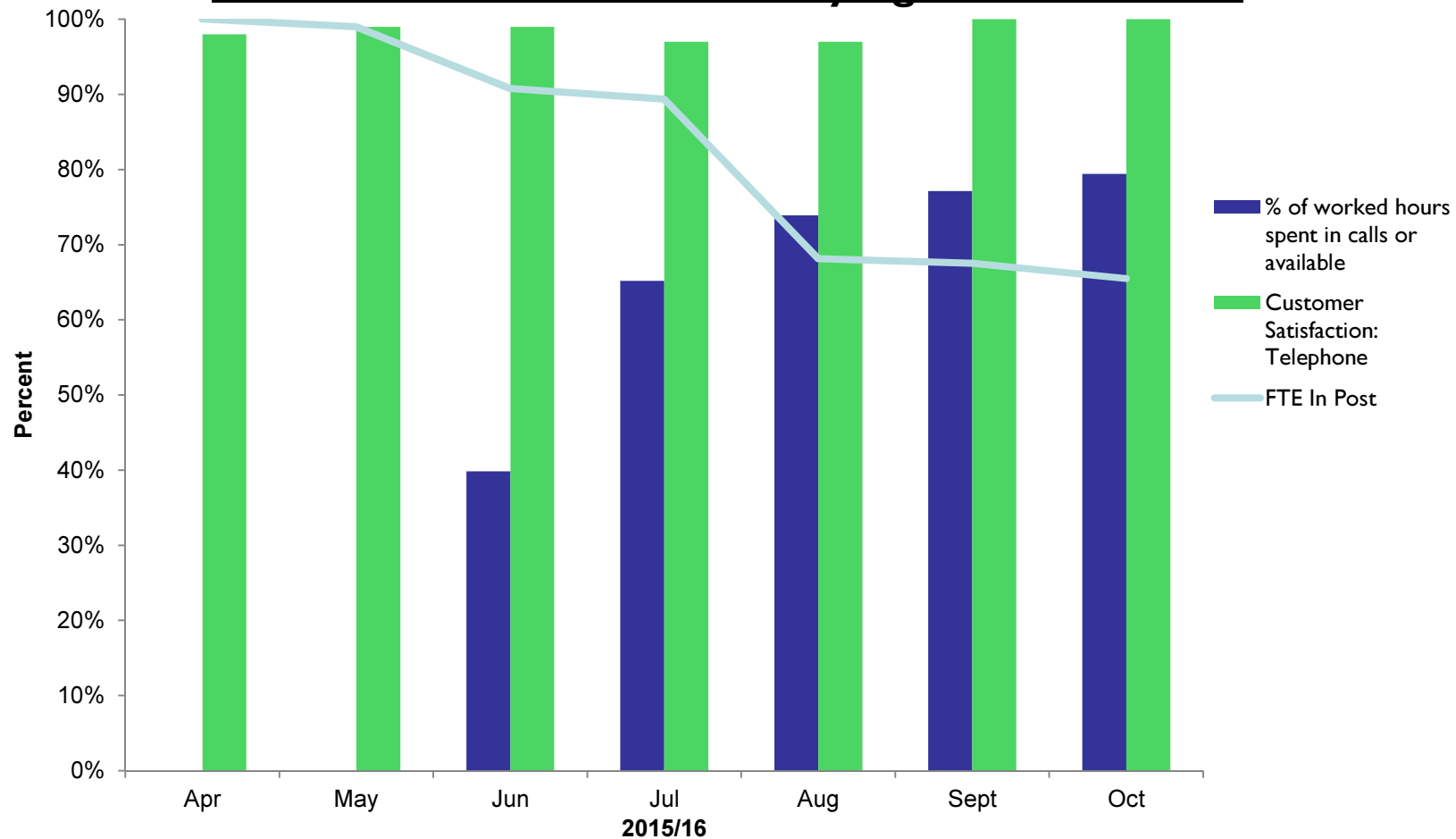


- Installed new technology in the Revs and Bens contact centre has:
 - Cut abandoned calls from ~50% of all calls to near 0%, though we are now exploring whether this is coming at a cost to customer satisfaction
- Enabled Lync Reporting
- Service Reviews on Revs and Benefits, first stop shop, library service, Registration Service and currently in Street services.
- Improved performance management in Customer Services has:
 - Cut the backlog of outstanding Revs and Bens cases from over 11,000 to around 2,000
 - Reduced the number of outstanding cases over 30 days old down from nearly 700 in Housing Benefits to less than 100 and from 140 Council tax to 0
 - Cut wrap times in the contact centre down from over 7 minutes per call to around 30 seconds

HERE IS A PICTURE OF OUR SUCCESS...



Customer Services Productivity Against Headcount



GAME



The Growth, Assets & Municipal Enterprise Programme has grouped its projects around delivering three main outcomes:

Accelerating processes using new skills and resource to increase revenue benefits from CT, NHB and NNDR



Making the Council more Commercial by changing behaviours to increase income / efficiency savings

Creating a Brilliant, Co-operative Street Services

GAME



- **Delivered £5.2M gross benefits in 14/15**
- **On track to deliver £4.67M gross benefits in 15/16**
- **Represents a income ratio of 1:6**

Growth Dividends

- 1,115 net additions to the dwelling stock against a target of 1070
- 458 affordable housing units delivered against a target of 400
- 189 empty homes brought back into use against a target of 130
- Business Rates collectable for 2014/15 FY est. at £890K, £40K above target.

Street Services

- New, strong Street Services Management team and staff structure
- We successfully re-organised the Waste Collection routes
- State of the art technology and improved management techniques to our Fleet and Garage Service.

Commercialisation

- Contract to maintain police vehicles
- Landfill Gas

POD



- **On track to deliver £740K gross Benefits in FY 15/16**
- **Cross Programme - Civic Centre Decant:** Multiple capital workstreams within this one project. Releasing the Council from the circa. £30M liability represented by the refurbishment costs required for the Civic Centre.
- **Delivery of Ballard House**
- **Modernise Customer Services:** Capital project to realise the new First Stop Shop to enable customer requests to be resolved at first point of contact.
- **Libraries:** The new Central Library project is going live in March.
- **Workforce Delivery project:** new learning and development process to upskill the workforce for the future state, leadership and management development and a new appraisals process
- **New CCTV control centre**
- **Consolidation of CCO programme** within POD – some projects returned to the business as usual

POD



- **Concierge Service:** a dedicated team to manage day to day activities such as paper and toner replenishment, meeting room bookings and kitchen management.
- **DELT:** In partnership with NEW Devon Clinical Commissioning Group (CCG), on the 1st Oct 2014 PCC launched a Local Authority Trading Company known as DELT.
- **HR Self Service (iTrent):** new 'HR Self Service' solution allows managers and employees to manage sickness, claims for time and expenses, and appraisals online. Improves accuracy and reduces risk through the removal of 'double handling' of information, and has already helped reduce the cost of our HR function ahead of the full service review which takes place later in 2015/16 by reducing paper generation and making vacancy savings.
- **Agile HR** Service Review of HR&OD
- **Finance Fit** Service Review of Finance
- **Move of Douglas House**
- **One Public Estate** including Central Government Grant funding of £420K

PORTFOLIO MANAGEMENT



- Change Pipeline Process in operation
- Gate Review Process and Health Checks
- 91% of staff qualified against plan vs 5% | Nov 2014.
- Portfolio, Programme and Project organisation in place
- Enterprise Architecture in place
- Business Analysis and Change Team in place
- 12 apprentices = 10 employment contracts with NVQs submitted
- Brathay Challenge 2015
- APM Challenge 2016
- ICT Strategy & Business Case
- Service operating well with two years of operation targets achieved and under budget across the portfolio of programmes and projects.

PEER REVIEW FEEDBACK



Transformation specific feedback

- You completely 'get' transformation
- You already have a route map and real opportunities to learn from what you have done yourselves
- Learning should be scooped up to systemise your enabling corporate services for the future
- Visible, consistent and authentic leadership of change is essential and can have demonstrably positive impacts
- Excellence and ambition of your growth agenda (including GAME programme). You are using your assets and know how to build capacity and that is clearly positive
- You are not as good at communications as you will need to be.
- Customer service offer moving in right direction and the real drive you have had on cost reduction and process modernisation.

QUESTIONS

