

You are requested to attend a meeting of the Tenant Services Management Board to be held in Lodge Close, Wellington on 21 July 2011 at 18:00.

Agenda

- 1 Apologies.
- 2 Minutes of the meeting of the Tenant Services Management Board held on 20 June 2011 (attached).
- 3 Public Question Time.
- 4 Declaration of Interests
To receive declarations of personal or prejudicial interests, in accordance with the Code of Conduct.
- 5 Housing Revenue Account Business Plan - report of the Community Services Manager and Cathy Osborn of Savills (attached)
Reporting Officer: James Barrah
- 6 Housing Revenue Account Reform Project Dashboard - report of the Community Services Manager (attached)
Reporting Officer: James Barrah
- 7 Halcon North Project - report of the Project Manager
Reporting Officer: Alison North
- 8 DLO Internal Transformation - Final Proposals - joint report of the Strategic Director and DLO Transformation Project Manager (attached)
Reporting Officer: Chris Hall
- 9 Board Members' responses to Draft Asset Management Strategy (circulated at the meeting of the Tenant Services Management Board in June)

Tonya Meers
Legal and Democratic Services Manager

15 August 2011

Members of the public are welcome to attend the meeting and listen to the discussions.

There is time set aside at the beginning of most meetings to allow the public to ask questions.

Speaking under “Public Question Time” is limited to 4 minutes per person in an overall period of 15 minutes. The Committee Administrator will keep a close watch on the time and the Chairman will be responsible for ensuring the time permitted does not overrun. The speaker will be allowed to address the Committee once only and will not be allowed to participate further in any debate.

If a member of the public wishes to address the Committee on any matter appearing on the agenda, the Chairman will normally permit this to occur when that item is reached and before the Councillors or Tenant Services Management Board Members begin to debate the item.

This is more usual at meetings of the Council’s Planning Committee and details of the “rules” which apply at these meetings can be found in the leaflet “Having Your Say on Planning Applications”. A copy can be obtained free of charge from the Planning Reception Desk at The Deane House or by contacting the telephone number or e-mail address below.

If an item on the agenda is contentious, with a large number of people attending the meeting, a representative should be nominated to present the views of a group.

These arrangements do not apply to exempt (confidential) items on the agenda where any members of the press or public present will be asked to leave the Committee Room.

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Lift access to the John Meikle Room and the other Committee Rooms on the first floor of The Deane House, is available from the main ground floor entrance. Toilet facilities, with wheelchair access, are also available off the landing directly outside the Committee Rooms.



An induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.

For further information about the meeting, please contact Democratic Services on 01823 356382 or email d.durham@tauntondeane.gov.uk

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Tenant Services Management Board Members:-

- Mr D Etherington (Chairman)
- Mr M Edwards (Vice-Chairman)
- Councillor R Bowrah, BEM
- Councillor S Brooks
- Mrs E Drage
- Mr D Galpin
- Mrs J Hegarty
- Mr K Hellier
- Mrs P Marshall

Minutes of the meeting of the Tenant Services Management Board held on Monday 20 June 2011 at 6pm in the John Meikle Room, the Deane House, Belvedere Road, Taunton.

Present: Mr Etherington (Chairman)
Mr Edwards (Vice-Chairman)
Councillors Bowrah and Brooks, Mrs Drage, Mr Galpin, Mrs Hegarty and Mr Hellier

Officers: James Barraah (Community Services Manager), Stephen Boland (Housing Services Lead), Tim Haynes (Property Manager), Helen Mockridge (Administrative Officer), Martin Price (Tenant Empowerment Manager), Rosie Reed (Tenant Services Development Officer), Tracey Vernon (Tenant Services Development Officer) and Scott Weetch (Community Development Lead)

Others: Councillors Mrs Adkins, Mrs Herbert, Prior-Sankey and A Wedderkopp,

(The meeting commenced at 6.04pm)

20. Apology

Apology: Mrs Marshall

It was reported that Mr E Watkin had resigned from the Board.

21. Minutes

The minutes of the Tenant Services Management Board held on 17th May 2011 were taken as read and were signed.

The Tenant Empowerment Manager distributed a paper regarding questions arising from the meeting on 17 May 2011.

The paper showed figures regarding details of activity, budget and expenditure of disabled adaptations for the period 1 April 2010 to 31 March 2011. It set out Right to Buy activity figures showing sold and completed applications for the period 1 April 2010 to 31 March 2011.

The Housing Services Lead updated the Board regarding the voids report which was due to go to Corporate Scrutiny in July, but had been deferred until September 2011.

22. Public Question Time

Councillor Wedderkopp asked again about tenants building on land next to their property bought under the right to buy scheme. He suggested a clawback agreement be put in place. It was reiterated that any such monies were recovered from the valuation at that time, under the Right to Buy process.

Councillor Prior-Sankey spoke about the priorities for gas central heating where there was none in a property. The Portfolio Holder and Shadow Portfolio Holder for Housing were concerned that larger properties were prioritised which could disadvantage sick tenants.

A group of tenants living in rural areas stated that if solid fuel/log burners were removed, there would be no back up heating should there be a power cut. The Council had 6000 properties therefore a clear policy was needed. It was suggested that fuel poverty be discussed at a future meeting.

23. Declaration of Interests

The following members of the Board declared a personal interest as a Council house tenant:

- Mrs Drage
- Mr Edwards
- Mr Galpin
- Mr Hellier
- Mrs Marshall

Councillor Brooks declared a personal interest as a Council house tenant.

24 Response to Questions asked at the Annual General Meeting on 18 April 2011

Details of the issues raised by Councillor Morrell at the Annual General Meeting together with the responses were submitted.

The Community Services Manager stated that Councillor Morrell had been sent a copy of the responses.

25. Fire Places

Reference Minute No 24/2011, considered report previously circulated regarding the proposed new policy for tenants on the installation and use of log burners/open fires/solid fuel appliances within Council properties.

As a result of harsh winters and increased fuel costs, an increasing number of tenants had wanted to use log burners, solid fuel appliances or open fires. Housing Property Services were concerned about the risks associated with this use and particularly the health and safety implications. The report detailed the current position of the Council, the aim of the standard and an evaluation of the options available. It was recommended that tenants should not be allowed to install and use open fires, log burners or solid fuel appliances in Council properties. It was considered that the risks of allowing

the use of these appliances outweighed the benefits. The Board was asked to consider the following:

- The risk of fire;
- The risk of carbon monoxide poisoning;
- The burning of incorrect fuels;
- In the current climate, all fuel sources were becoming more expensive;
- The appliances, when correctly fitted were expensive to install and maintain. The savings compared to the cost of installation were negligible with a payback period of many years;
- The appliances would only heat one room therefore other heating arrangements would be required;
- If the Council had taken the time, trouble and expense of installing heating, regardless of the heat source, should the tenant be allowed to refuse to use it and install their own.

It was proposed that the costs arising from the implementation of this standard would be met by those wishing to utilise it. Typical costs of a full heating installation were £6000 for oil and £3500 - £4500 for mains gas, dependant on whether there already being a supply to the property. The cost of this work was covered by the HRA Capital budget.

Tenants who had no heating, open fires or solid fuel appliances would be contacted with a view to carrying out a survey and offered a heating installation.

The Board had to consider the following:

Option 1 – that the use of open fires, log burners or solid fuel appliances should not be allowed in Council properties except where they are the only source of heating and have been installed and maintained by the Council. Solid fuel appliances would take priority and over-ride the need for the other options.

The work would be carried out during the void period. Where there was a safe, functional, solid fuel appliance, this would be replaced with the tenant in situ.

Option 2 – that the use of open fires, log burners or solid fuel appliances was only permitted in those properties where mains gas was not available to the street and the property had no renewable technology heating installed. The installation of such appliances would only be approved upon a written application from the tenant and the written acceptance of a number of conditions which were detailed. This option would not be allowed in flats, maisonettes or bed-sits due to increased problems and risk. The condition would also apply to leaseholders.

The work would be carried out during the void period. Where there was a safe, functional, solid fuel appliance, this would be replaced with the tenant in situ.

The Property Manager stated that the installation of any solid fuel appliances would be carried out by a HETAS registered accredited engineer to ensure there were no 'do it yourself' installations.

The Board asked whether renewable fuel could be used. Air source fuel pumps were being trialled by four properties and the trials had reduced costs. Fuel pumps would be used across the rest of the housing stock, where appropriate.

Resolved that Option 2 be approved

26. Summary of Play Provision in Taunton Deane

Considered report previously circulated outlining the recent 'once in a generation' refurbishment of play areas on Taunton Deane. The report outlined where other play provision could be found.

In the last three years there had been significant investment in new play areas as part of the national Playbuilder funding project. Funding from sources such as developer contributions meant there was no direct cost to local tax payers.

The report listed those areas in the Taunton Deane area which had received investment in new play areas.

The Community Development Lead informed the Board that tender documents were being put together for the new play areas at near Asda.

Members complained about some of the litter bins in parks not being emptied. The DLO would be contacted regarding this. Concern was expressed about dog excrement in sand play areas, but the DLO inspected the area weekly and had not experienced any problems. The Community Development Lead was asked to look into two areas and report back to the Board. The Pavilion in Hamilton Park and Allington Close.

Councillor Herbert had asked the DLO for costings as she was concerned that in 10 – 15 years time the life of the play areas' would be over. She wanted guarantees to be checked to enable play equipment to be replaced under guarantees.

The Wellington Skateboard Park was moving forward and the Council would try to match any funds raised.

Ways were being looked at to link the parks in Taunton Deane to the Olympics, sprint tracks were being considered.

Resolved that the report be noted.

27. Asset Management Strategy

Considered the draft dated May 2011 which had been circulated to the Board. The Community Services Manager explained that this was a sample of the main document. The 50 page full document would be provided to Board Members and discussion would take place at a future meeting. Consultants would be appointed.

28. Housing Revenue Account Reform Project

The Community Services Manager identified the link between The Asset Plan and the Housing Revenue Account Reform Project.

He spoke of the Project Brief and Project Streams. £87 million pounds of National Housing debt would become self-financing from next year.

An HRA Project Reform Project Dashboard was circulated to the Board. It would give the Board monthly updates as to how the Project was progressing and flag up any issues of concern.

A 30 year Business Plan would be produced and would address all issues and challenges. Savills had been appointed as consultants and would attend the next meeting. Sessions would also be held with elected members, a wider range of tenants and other housing providers.

29. Status Survey

Considered report previously circulated, regarding the Tenant Services Management Board commissioning of a STATUS Satisfaction Survey during 2011. The results of the survey had been published with the vast majority of tenants (90%) reporting that they were happy with the overall service they had received.

1400 Tenants had been surveyed and there had been a 56% response rate. The Survey would feed into the Business Plan and be used to improve services.

To ensure that the feedback was complete, more work needed to be carried out to improve services and encourage tenants to feel their contributions were worthwhile. It was proposed to set up a small 'Task and Finish' type focus group (led by a tenant), to look at the findings of the survey in detail and to report back to the Tenant Services Management Board in October 2011.

Resolved that:

- (1) the results of the 2011 STATUS Satisfaction Survey be noted; and
- (2) the proposal outlined in the report be approved.

30. Tenant Participation Advisory Service Annual Conference

It was agreed at the last meeting that three Board Members and one member of staff attend the Conference. Four Members had expressed an interest in going, they were Mr Hellier, Mrs Hegarty, Mr Edwards and Councillor Bowrah.

Resolved that four Board Members attend the conference

31. Date of July Board Meeting

It was agreed to hold the next meeting of the Board on 21 July 2011 at 6pm at Lodge Close, Wellington.

(The meeting ended at 8.40pm)

Declaration of Interests

Tenant Services Management Board

Taunton Deane Borough Council Housing Tenants – Councillor Brooks,
Mrs Drage, Mr Edwards, Mr Etherington, Mr Galpin, Mrs Hegarty, Mr Hellier
and Mrs Marshall

Member of Somerset County Council – Councillor S Brooks

HRA Reform Project Dashboard – June 2011
Phase 1: Policy & Priority & Development of Outline Business Case



Status Of Project		Last Report	This Report	Comments
HRA Reform – Phase 1		A	G	
Status by Key Project Activities for Phase 1	Workstream Lead	Last Report	This Report	Comments
1. Treasury Management	Maggie Hammond	G	G	
2. Data Checking	Fiona Gudge	N/A	G	
3. Financial Control & Reporting	Paul Fitzgerald	R	G	
4. Affordable Housing	Martin Daly	G	G	
5. Policies/Best Practice	Martin Price	G	G	
6. Income Management	Stephen Boland	G	G	
7. Business Plan	Stephen Boland	G	G	
8. Stakeholder Engagement	Martin Price	G	G	
9. Assets	Phil Webb	G	G	
10. Baselining/Benchmarking	Stephen Boland	G	G	

Key	
Red	Unsatisfactory progress – milestones & timescales not being met corrective action or re-plan required
Amber	Issues against some milestones but remedial action will keep project under control overall
Green	All milestones being met & project on target/completed

Key Accomplishments LAST Period
<p>Treasury Management –</p> <ul style="list-style-type: none"> Maggie Hammond attended a meeting with Arlingclose our Treasury Advisors to talk through previous reports they had sent and to discuss information requirements for their report due in September. <p>Financial Control & Reporting –</p> <ul style="list-style-type: none"> Medium Term Financial Plan #1 has been completed although this is based on no change to position reported at budget setting. The approach and timeline for implementation for the new HRA Coding Structure has been defined. Financial information has been provided to Savills to support the Business Plan. <p>Affordable Housing –</p> <ul style="list-style-type: none"> Martin Daly has obtained further information and clarification from Enabling Lead on likely timing (to the nearest financial year) of potential HRA disposals to facilitate affordable housing schemes. It would appear that the vast bulk of the potential HRA disposals identified for enabling schemes could occur within the financial year 2012/13. <p>Policies & Best Practice-</p> <ul style="list-style-type: none"> Operational areas to benefit from a review of policies and best practice have been identified. These areas have been prioritised and a timetable of actions produced. The initial findings have been reported to the project group. <p>Income Management –</p> <ul style="list-style-type: none"> Data on current levels of debt including current rent arrears, former tenant's arrears and void management obtained. <p>Business Plan –</p>

- Gareth Denslow has been appointed as the HRA Reform Business Plan Project Officer.
- A successful HRA Business Plan scoping meeting was held on the 17th June. The following has been produced as a result of the meeting: Outline project plan showing key tasks for development of the plan, timescales for production of the document and suggested target timescales for meetings and workshops.
- A table of information and documents required by Savills has been created and 'responsible officers' are working towards a submission deadline.
- Savills have suggested a structure for the business plan document and this is currently being considered by TDBC officers.
- Following a discussion with officers, Savills have suggested a plan for workshops which will include a range of stakeholders.

Baselining/Benchmarking –

- Housemark have introduced a new 'E' form on which all members of the Housemark bench marking club will submit their benchmarking data (formerly the DCF) – Officers continue to collect and input data onto the new form.
- The Housemark Regional Manager and Assistant Director have attended TDBC offices and provided several 'key' officers with training on the completing the new 'E Form'

Project Management –

- HRA Reform Risk Register has been produced by the project group to monitor risks and opportunities.

Key Activities NEXT Period

Treasury Management -

- Maggie Hammond will be attending to workshops with Arlingclose in July; these workshops will enable Maggie to write the list of borrowing options with rates and borrowing conditions.

Financial Control & Reporting –

- The Medium Term Financial Plan Model needs to be updated to incorporate features from the general fund model. A simplified approach will be taken for this but learning from the HQN model used for HRA self financing modeling.
- Establish timetable and deadlines for completing key tasks in coding structure review and commence the tasks, including time with managers.
- Support financial modeling work by Savills for the Business Plan.

Affordable Housing –

- Map on GIS location, extent and timing of potential HRA disposals for affordable housing.
- Integrate schedule of HRA possible disposals with other work on empty homes and evaluate impact on future new homes bonus payments – to feed into budget project income stream.

Polices & Best Practice –

- Integrate findings and recommendations of best practice with project plan.

Income Management –

- Undertake research work into Income Policy and Rent Policy.

Business Plan –

- Firming up and agreeing project plan timescales, a structure of business plan document and stakeholder workshops.
- Savills Consultant confirming attendance at the Tenants Services Management Board on the 21st July.

Assets –

- Meeting with HQN Consultant on the 8th July to finalise the Housing Asset Management Strategy.
- Consult with Savills regarding the validation of the figures.

Baselining/Benchmarking –

- Continue collecting and inputting data to populate and submit our 'E Form' by the required deadline of September 2011, so TDBC can receive benchmarking reports in November 2011.
- Examine whether Housemark can provide us with access to 2009/10 DCF data relating to 'other housing providers' so we can try and compare our operating costs with such providers. This will hopefully provide TDBC with an indication of how our operational costs compare with 'other providers' until we receive the November report for 2010/11.

Issues

Financial Control & Reporting –

- Finance need to develop the overall Medium Term Financial Plan structure so that one model is used for core data and can be flexed for business plan modelling.

Income Management –

- The work involved in creating a new rent policy for the Housing Service at TDBC is underestimated, the sufficient resources and time to creating new policy needs to be allocated.

Business Plan –

- TDBC does not currently have enough information on the future plans of partner social landlords, especially in relation to meeting local housing needs. This information is relevant to the creation of the HRA Business Plan.

Taunton Deane Borough Council

Tenant Services Management Board – 21 July 2011

DLO Internal Transformation – Final Proposals

Joint Report of Strategic Director (Brendan Cleere) and DLO Transformation Project Manager (Chris Hall)

(This matter is the responsibility of Executive Councillors Jean Adkins, Ken Hayward and Catherine Herbert)

1. Purpose of the Report

To seek the views of the Tenant Services Management Board on proposals for the internal transformation of the Council's Direct Labour Organisation.

Executive Summary

This report sets out further proposals for the internal transformation of the Council's Direct Labour Organisation – Deane DLO (Theme 3 of the Core Council). The proposals build upon the interim plans already approved by Full Council in December 2010.

These proposals represent a 'root and branch' programme of change for the DLO, to be implemented over the 4 year period to end of March 2015.

Proposals are grouped broadly under two key areas:

- Changes to ways of working within the DLO, building on the 'direction of travel' agreed by Full Council in December 2010 and supporting the five DLO improvement priorities.
- Structural changes to support the new ways of working and improvement priorities

The proposals are designed to be able to adapt to potential changes arising from the wider budget review project, including reductions in spend in some services or growth in others.

The proposed staffing and structural changes have resulted in a number of individuals being placed 'at risk' of redundancy and 'ring-fenced' where appropriate to apply for different posts within the new structure. Details of this are included within the confidential Appendix vi.

One-off redundancy costs from implementing the proposed structural changes will be in the range £420,000 (min) to £540,000 (max). The actual cost is likely to fall somewhere in the middle of this range and will be funded from a mix of reserves.

Further one-off capital investment of £400,000 in new technology and systems will be required to support the transformation programme.

Net efficiencies resulting from the internal transformation process will reach c. £1m per annum by the end of 2013/14, with a cumulative net efficiency gain of c.£3.1m over the period to the end of March 2015.

- 2.1 Full Council agreed (in February 2010) to a 'twin-track' approach to the transformation of services provided by the Council's Direct Labour Organisation (Deane DLO). This approach involved embarking on a procurement process towards full outsourcing of DLO services, alongside development of an 'internal transformation' option. It was agreed that both of these options would be fully developed and brought to members for a final decision after the local elections in May 2011.
- 2.2 Following the general election and subsequent publication of the Comprehensive Spending Review, Full Council approved (on 5 October 2010) an alternative timetable for the DLO Project. This involved rescheduling work towards outsourcing of DLO services, pending completion of a four year budget strategy and a revised specification for DLO services. It was agreed that work on the internal transformation option should be accelerated in the meantime, based on current levels of service. The internal transformation option would be subject to further review in line with any changes resulting from members' forthcoming budget strategy deliberations.
- 2.3 Interim proposals for DLO internal transformation were approved by the Executive in December 2010. The interim proposals yielded financial efficiencies and established a 'direction of travel' for further internal transformation work. Specifically, the following five improvement priorities were agreed, which continue to guide the process of internal transformation:
- A lean, efficient and resilient service, able to respond flexibly to the changing demands of the Council and external clients
 - A thriving business, focused on commercial success
 - Excellence in performance management (financial and service)
 - Excellent customer service and quality
 - A committed and empowered workforce
- 2.4 As identified later in this report, progress in implementing the interim proposals has been significant, with a number of elements yielding further savings than originally projected.
- 2.5 Since December 2010, work has been under way to develop final proposals for internal transformation which build on the interim plan already approved. The remainder of this report sets out these final proposals.

3. Proposals for Change – Ways of Working

3.1 Area-Based Working

3.1.1 The proposal is to introduce an area working model, whereby front-line DLO staff and services will be grouped under 'Open Space' and 'Building' functions, which in turn will be organised and delivered across specified geographic areas of Taunton Deane. Similar models are in use by a number of Local Authorities and private sector organisations and are considered best practice.

3.1.2 Building services will comprise:

- All housing maintenance and repair functions
- Highways and drainage works

3.1.3 Open Space services will comprise:

- Grounds maintenance
- Cleansing of streets and public conveniences
- Parks
- Nursery
- Tree Surgery

3.1.4 The geographic areas will be as follows:

Building Area 1 (21% of council housing stock and 23% of the historical work) – comprising the wards of:

Bishops Hull, Monument, Bradford on tone, Comeytrove, Blackdown and Wellington East, Wellington North, Wellington Rockwell Green and West.

Building Area 2 (41% of council housing stock, 38% of historical work) – comprising the wards of:

West Monkton (parts of), Wiveliscombe and West Deane, Milverton and North Deane, Bishops Lydeard, Staplegrove, Norton Fitzwarren, Lyngford, Pyrland and Rowbarton, Fairwater, Manor and Wilton.

Building Area 3 (37% of council housing stock and 41% of historical work) – comprising the wards of:

West Monkton (parts of), North Curry / Stoke St Gregory, Neroche, Ruishton and Creech St Michael, Halcon, Blackbrook and Holway, Killams and Mountfield, Trull, Eastgate.

Open space Area 1 – comprising the wards of:

Bishops Lydeard, Milverton and North Deane, Wiveliscombe and West Deane, Bradford-on-Tone, Wellington North, Wellington Rockwell Green and West Ward, Wellington East, Monument

Open space Area 2 – comprising the wards of:

Norton Fitzwarren, Staplegrove, Taunton Pyrland and Rowbarton, West Monkton, Taunton Fairwater, Lyngford, Ruishton and Creech, North Curry and Stoke St Gregory, Bishops Hull, Taunton Eastgate, Halcon, Comeytrove, Manor and Wilton, Killams and Mountfield, Taunton Blackbrook and Holway, Trull, Blackdown, Neroche

- 3.1.5 Maps showing the proposed areas for Open Space and Building Services are attached as Appendix v.
- 3.1.6 Each member of the workforce will be allocated to one of the above areas. This will be their 'home' area, and although the majority of tasks allocated to them will be within that area, tasks will sometimes be allocated outside an individual's 'home' area. It will be important to retain this flexibility, for example to respond to incidents or sudden fluctuations in demand for service.
- 3.1.7 The allocation of work and employees to areas will be carried out by the newly appointed managers. This will be subject to regular review to ensure the most appropriate division of work and staff. The allocation of staff to these areas will be based on analysis of a combination of factors such as the volume of work in that area, the range of skills needed to deliver DLO services and the home residence of each employee.
- 3.1.8 For Building Services, two of the areas (2&3) are similar in size and workload, while area 1 is smaller. The proposal is that the supervisor in area 1 will also oversee electrical standards across the Borough. The council housing stock numbers and the level of work undertaken historically has been a consideration when allocating numbers of staff, although we recognise the necessity to revise the area boundaries and staffing numbers to reflect the work demands going forward.
- 3.1.9 For Open Space services two areas have been created – Open Spaces Area 1 and Open Spaces Area 2 – please see Appendix v. The division in this format revolves around the type of work that is conducted in locations and the quantity of equipment required to deliver these services. Area 1 will also take control of some of the more universal functions that span the entire borough but are not large enough to be split, such as play equipment inspections, and watering.
- 3.1.10 Each area will have one supervisor responsible for Open Space services and one supervisor responsible for Building Services. Whilst this may appear fairly traditional in its structure it is considered that the knowledge needed differs significantly for the two work streams.
- 3.1.11 An area-based working model will be a significant departure from the current trade/specialist based approach. It will be important to retain sufficient expertise in technical disciplines within each area to deliver the Council's requirements. This issue is covered in more detail in the structural proposals in section 4.

3.1.12 Certain DLO functions will continue to be delivered on a whole Borough (or wider) basis. These include the delivery of large contracts such as the grounds maintenance for schools currently delivered across the County. These functions will be allocated to supervisors and managers within the new structure, as described in section 4.

3.1.13 The benefits of implementing area-based and generic working are envisaged as follows:

- More efficient deployment of the workforce
- Greater promotion of multi-skilling and getting jobs 'right first time'.
- Reduced travel and journey times
- Reduced carbon emissions
- Greater customer satisfaction
- Better local knowledge
- Reduction in duplication of work types
- Build on workforce pride
- Increased workforce resilience (staff absenteeism)
- Ability to compete with the commercial sector

3.2 Generic Working

3.2.1 The move to area-based working will be complemented by a greater emphasis on a multi-skilled workforce. This will involve a shift towards generic working, where the workforce will be supported to work across a wider variety of tasks.

3.2.2 Implementing generic working will not happen overnight. Some members of the workforce are already skilled in a variety of trades, while others will require training. Crucially, generic working will require a change in culture and working practice at all levels of the DLO. Job descriptions for the entire workforce, reflecting the move to generic and multi-skilled working, will be developed and include formal re-evaluation of job descriptions to reflect the necessary changes. These changes, along with all others described in this section of the report, will be phased in over the timetable shown in Appendix iii (The "Transformation Timeline").

3.2.3 By utilising this generic approach there will be less repetition of work and less occasions where multiple trades need to attend to complete a job. The savings from this in both time and travel are considered to be significant. From looking at previous introductions of this approach it is estimated that a 10% saving in workforce costs can be achieved. Implementation of this approach will take some time and would be through new employees as well as opening the opportunity to existing staff who may wish to extend their skills.

3.2.4 Currently different trades and service types are paid at different grades. This is seen as one of the barriers to implementing a generic workforce and a truly multi skilled approach. The proposal to implement generic working will therefore revolve around a three level competence model allowing staff to gain the additional skills to reach a full multi skilled grade.

Details of this scheme need to be developed and will be subject to consultation with staff and UNISON before implementation, intended to be during 2013/14. Any new model will be designed to fit within the Council's existing Job Evaluation scheme. The distinction between open space and buildings staff would still apply here as the skills between these areas are unlikely to become totally generic.

- 3.2.5 With a scaled model such as this staff would have the opportunity to progress to a higher grade following demonstration that they can fulfil all required criteria. This increases the flexibility of service delivery and number of jobs completed at first visit.

3.3 Technology to support internal transformation

- 3.3.1 Introduction of modern information and communications technology (ICT) is proposed to support the following processes:

- Replacement of the ageing contractor package of software
- Creation and allocation of jobs to the workforce (mobile working)
- Complete integration of stock issuing and replenishment of supplies and materials
- Job costing and budgeting processes
- Area and home-based working
- Efficient deployment of vehicles and staff
- Automated time recording

- 3.3.2 Effective use of ICT will free up time for supervisors, operatives and back office staff. It will also aid management in monitoring work performance and compliance with contracts both internal and external.

- 3.3.3 There are two main areas for technological improvements:

- Vehicle tracking for better deployment and utilisation of the vehicle fleet, and automated workflow, and;
- Job monitoring to reduce the reliance upon manual work processes.

- 3.3.4 A tailored and cost-effective approach to introducing the above is proposed, whereby the Buildings Service will utilise a workflow and work tracking system to manage the approximately 22,000 works orders created, while vehicle tracking will be applied to Open Space services.

- 3.3.5 By using externally procured software we will take the opportunity to replace an ageing and soon to be unsupported internal contractor package of software. It is expected that additional features to those currently available, such as an integrated timesheet approach and stores material management, will provide a smoother system of work for all staff and further improve delivery of our services.

- 3.3.6 There have naturally been some staff concerns around a greater use of technology especially vehicle tracking; to minimise these concerns a draft vehicle tracking policy has been produced and agreed through the UNISON Change Forum. UNISON's concerns have been considered and policy adjustments have been made where appropriate. A similar approach will be taken when implementing other mobile technologies.
- 3.3.7 Implementation costs for vehicle tracking have been included in the financial efficiencies table in section 8. A realistic estimate of costs for implementing work flow technology has also been applied and included in section 8.
- 3.3.8 It has been highlighted that the Council operate a number of software packages on a platform that will soon become unsupported (approx 24months). Therefore all of the pieces of software need to be considered for replacement. A number of these are used by the DLO. By making the decision to replace these as part of the transformation we have the potential to save time and money that would otherwise have to be invested at a later date. This proposal to update now gives the opportunity to place the DLO on the best possible footing for the future.

3.4 Fleet repairs and maintenance

- 3.4.1 It is proposed that the maintenance of the DLO's vehicle fleet (excluding mowers and other specialist plant/equipment) will be performed by an alternative supplier.
- 3.4.2 Following the completion of an options appraisal it has been highlighted that the level of service and maintenance provided through our in-house workshop is struggling to meet with demand. This, coupled with an ageing fleet, is causing costs to rise without any noticeable rise in the quality of service. Therefore an external provider will be able to provide the modern facilities needed as well as a more resilient service by to the Authority.
- 3.4.3 The key benefits are to have a flexible maintenance service able to cope with the demands of the service, reduced vehicle 'down time', reduction in the number of 3rd party contractors involved in delivering this service, releasing economies of scale and resilience in the management of the fleet for Deane DLO. We would also be gaining the knowledge and experience of a much larger dedicated transport service. A centralised one stop shop approach will be a noticeable benefit to fleet users.
- 3.4.4 With an alternative maintenance provider in place, the retained DLO workshop would focus primarily on maintenance of mowers and other specialist plant/equipment.
- 3.4.5 In addition to the maintenance and repairs of our fleet, we will review the utilisation of our fleet on a regular basis to ensure that the number of vehicles does not exceed service requirements into the future.

3.5 Home-based working

- 3.5.1 Under this proposal, appropriate staff would start their working day from home, rather than travelling to Priory Depot to be assigned work and pick up any necessary supplies. The ability to apply this change is largely dependent on the implementation of new technology (work flow) as well as a greater use of impress stock in vehicles. Manual 'work-arounds' can be established during the procurement of the technology but the full benefit will not be realised until more of these processes are automated.
- 3.5.2 Home based working will reduce the current dependency on the depot site, as less staff would need to come in and out during each day. Tax considerations have been investigated with HMRC and do not pose a threat to this alternative way of working.
- 3.5.3 A policy will be created to identify the correct use of home based working and certain inclusion criteria. We will also need to consider how we will accommodate employees that live outside of their allocated area or even the Borough. This approach will not be appropriate for all staff and will only be applied where efficiency can be clearly proven.

3.6 Purchasing and Supplies service (Stores)

- 3.6.1 The proposal will see the introduction of centralised control for purchasing and stores functions, this will involve the Senior Stores Officer taking a proactive role in authorising spend against third party suppliers and operational procurement support.
- 3.6.2 Having reviewed other organisations' methods of delivering material management, the proposal is retain a smaller and more streamlined in-house stores process. Key features of the new approach will be a reduced warehouse stock, greater application of 'just-in-time' principles of supplying goods and materials and greater control of goods purchased through a network of external suppliers. There will be less face-to-face contact between stores staff and the wider work-force and there will be a more integrated and automated method of staff assigning their impress van stocks to jobs and a streamlined replenishment process.
- 3.6.3 By using an integrated software package to include live stock assignment and connectivity between stores and operatives, a considerable time saving can be achieved. This software element forms part of the larger contractor package described previously in this report.
- 3.6.4 Through a revision of our core business it has been considered that the external (non-TDBC) sales and delivery service provided by the stores team does not form a required function of the DLO, neither is there any evidence that this service provides a profit. Currently external sales require a considerable amount of work and a higher level of stock holding than would otherwise be required. The intention is to cease this function

and focus on the core supplies for Deane DLO, an additional reduction in risk will also be achieved as this stock is currently self insured.

3.7 Working Hours

- 3.7.1 A guiding principle here is that staff of the same level should be working to the same conditions where practical for the business. Consideration must also be given to the comparison of these DLO conditions to those in place across the wider Council.
- 3.7.2 With considerations being made by the Council to all employee terms and conditions there is only a limited proposal included at this stage.
- 3.7.3 It is proposed that all new roles within the management & support (inc supervisory) structure will move to a 37 hour week, as applied in other Council themes, instead of the current 39 hours. This will require a change in the style of management required as managers will be working less hours than the staff they are managing. With less reliance on face to face working and more use of scheduling and technology, the effects of this are manageable. This change will be part of the new roles that are applied in the new structure.
- 3.7.4 Full year savings arising from the introduction of 37 hour week for the management and support structure will be approximately £41,000. It is recognised that this will have a financial impact on existing staff remaining in the new structure. To help staff manage this impact, implementation of this measure is proposed in two phases. Phase one would see a reduction to 38 hours on 1 December 2011 and phase 2 would see a reduction to 37 hours from 1st April 2012. Any new staff recruited to new posts in the proposed management structure would start on a 37 hour week.
- 3.7.5 Beyond the management and supervisory structure, it is also proposed that a 37 hour week is applied to the wider workforce in 2012/13, following introduction of mobile working, appropriate methods of charging, and subject to further consultation with staff and UNISON. Complementing the move to a 37 hour week for the workforce, an alternative charging methodology for works will be introduced to replace the current practice of charging. This change will form part of the new technology described in section 3.3. It is anticipated that this will bring about additional savings for the clients served by the DLO.
- 3.7.6 Full year savings from a 37 hour week for the workforce will be approximately £181,000.
- 3.7.7 We will continue to work closely with the wider Council to ensure that changes applied elsewhere are considered within Theme 3, and that parity exists wherever possible.
- 3.7.8 Staffing levels – we will aim to employ agency staff during periods of high workload (e.g. the summer season). We will continually review staffing

arrangements to ensure that the most cost effective process of delivery is being adopted. This may also include a move to shift working or more emphasis on weekend working.

3.8 Commerciality

- 3.8.1 The approach taken to developing all of these proposals has been one of 'putting our own house in order' – applying commercial principles and developing measures to ensure that all existing and core business is delivered as efficiently as possible, rather than 'rushing out' to win new external work. Independent consultants Turner and Townsend have assisted in this process, providing external challenge and commercial rigour to proposals.
- 3.8.2 Although the bulk of DLO services are provided direct to the Council, a number of services are also provided to a range of external organisations. Significant examples of this include a large contract with Somerset County Council to maintain school playing fields across the County, contracts to supply plants and hanging baskets from our own horticultural nursery to other local authorities in the region and a contract with the Environment Agency to maintain water courses throughout Taunton Deane.
- 3.8.3 The structural changes proposed later in this report are designed to bring a stronger business mindset to all areas of activity, developing existing internal and external work and maximising opportunities to develop new business where there is a proven financial case to do so.
- 3.8.4 It is important to note that current legislation prevents local authorities from trading on a fully commercial basis as a competitor in the local economy, unless through the medium of a separate, wholly owned trading company. There are many different models of trading company and significant time, expense and expertise (e.g. legal, financial) is required in the set up and ongoing running of such a venture. Also, procurement rules dictate that, should a separate trading company be established, Council work could not be awarded directly to that separate company, meaning that further cost in tendering these works would need to be met by the Authority.
- 3.8.5 It is not proposed that a separate trading vehicle is established at the present time as there is still considerable scope to increase commercial activity within the current operating model. Officers have held initial discussions with Tone Leisure to explore areas of DLO business where an extension of the current partnership could bring benefits to both partners and residents alike. This has the potential advantage that Tone Leisure is already established as a social enterprise. Any significant proposals emerging from these discussions will be subject to further consultation and reports to members.

3.9 Apprentice Scheme

- 3.9.1 Deane DLO has always supported and recognised the benefits of employing apprentices and this proposal develops our existing links even further. The proposed structure will see new apprentice positions within our business support team (BST) as well as developing new multi-skilled trades operatives and open space staff.
- 3.9.2 The BST training posts will bring new ideas and knowledge that we can develop for our services as well as providing 'hands on' capacity for this developing team. These apprentices will be deployed over a range of functions and subject areas.
- 3.9.3 Within the delivery teams of buildings and open spaces, apprentices will be used to help embed the progression to multiskilled working as well as providing succession planning for the workforce.
- 3.9.4 By working closely with training providers we are able to help develop the right apprenticeship model for the DLO's own needs, as well as contributing to the Council's wider economic development objectives.

3.10 Depot relocation

- 3.10.1 Many of the service improvements that are being highlighted above have a dual purpose. Whilst they have financial and operational efficiencies in their own right, they also work towards building a service that is less reliant upon the current depot site and requires less space. This allows for greater flexibility when considering the future needs of an operating location.
- 3.10.2 Initial scoping work has been carried out to consider the demands of a transformed DLO on a new, smaller site. Early visits have been carried out to look at potential alternative sites in the Taunton area.
- 3.10.3 A project team will be established to further progress the potential relocation of the DLO and progress will be reported to members including a potential timetable. The current site, if vacated, will have considerable capital value and its re-development could make a significant contribution towards the Council's economic development objectives. Colleagues in economic development, planning and Project Taunton will develop proposals for the current depot site, subject to it becoming vacant in the future.

3.11 Additional Considerations

- 3.11.1 A culture of innovation and performance improvement is being further developed to support the entire DLO transformation. Nothing stands still, and further efficiency ideas and improvements in working practices will doubtless come forward in the future which will yield additional benefits for the authority, customers and residents.

- 3.11.2 Performance of the DLO will be subject to regular benchmarking to demonstrate value for money. Progress against Key Performance Indicators and the wider transformation programme will be reported to members on a regular basis.
- 3.11.3 Officers continue to work with SWOne colleagues to identify potential procurement savings arising from 3rd party spend by the DLO.

4. Proposals for change - structural

- 4.1 The current (interim) and proposed new structures for the DLO are attached as Appendix i and ii respectively. Members will see that the proposed structure contains less posts than currently, together with a variety of different roles to complement the changes and new ways of working described previously. The following description of the new structure should be read in conjunction with the diagrams provided in Appendices i and ii.
- 4.2 The proposed new structure has two front-line service delivery arms in the form of Open Space and Buildings, supported by a new Business Support Team similar to those created in other Themes of the Core Council Review. Key features of the proposed new structure are described below:
- **Creation of a Business Support Team**
Led by a new post of Business Support and Finance Manager, the new team will pull together existing staff delivering similar administrative and support functions across the DLO, bringing a greater level of resilience and critical mass than currently exists. The team will be responsible for business development, customer contact, performance monitoring and ongoing support for the DLO transformation programme, including the day to day administrative tasks.
 - A reduced stores team, comprising two posts instead of the current four, will also be part of the Business Support Team.
 - One post at a non management grade will remain to carry out maintenance on the Council's fleet of mowers, plant and equipment. Maintenance of the main vehicle fleet will transfer to an outside provider, as described earlier in this report.
 - **Changes to supervisory and technical support arrangements**
Area Supervisors in the new structure will be allocated to one of the newly created geographical areas, either in the Open Space or Building Services area. As described earlier in this report, Area Supervisors will be responsible for a varied work force delivering a variety of trades within their area, replacing the current highly departmental model of six services operating somewhat independently of one another.

There will be two Project and Contract Supervisor posts in the new structure: one for the Open Space service one for the Buildings service. These posts will be responsible for delivering the existing contracts held with by DLO, organising and co-ordinating the efficient delivery of other project works, such as void property completions, and winning new works for the DLO.

There will be a technical support officer post dedicated for the Open Space service, with expertise in the adoption, design and ongoing management of public open spaces and associated play and leisure/sports facilities.

Within the Buildings service, there will be a dedicated scheduling and administrative assistant post, primarily responsible for the process of allocating jobs to the most appropriate member of the work force, with support from the new technology described earlier in this report.

- **Overall Management of the DLO.**

A new post of DLO Manager is proposed, responsible for the overall leadership of the newly created service and structure, and managing the ongoing transformation programme. This post will report to a director but will not be a Theme Manager, pending potential changes to the Corporate Management Team in the forthcoming Budget Review Project. It is also possible that further services will be added to form a widened Theme in future. The structure proposed allows for flexibility in light of any future changes. Upon completion of the Theme 5 review further considerations for Theme 3 will be required to ensure representation is achieved at a strategic level and give parity with other themes.

5. Transformation Timetable

- 5.1 The process of DLO internal transformation has already started, following Executive approval of an interim plan in December 2010.
- 5.2 If approved, the process of implementing these final proposals will begin immediately (August 2011) and continue over the four year period to the end of 2014/15 financial year. Over this period it is likely that further changes will come forward requiring consultation with staff and approval by members.
- 5.3 Appendix iii provides a high level summary, showing the timetable for implementing the transformation proposals over the four year period. Progress on this will be reported regularly to elected members through the DLO Members Steering Group and through routine performance reporting via the Executive and Corporate Scrutiny. It is envisaged that Members will play an active and key role in further embedding and shaping transformation initiatives.

6. Human Resource Implications

- 6.1 The proposals in this report have significant human resource implications.
- 6.2 A number of post-holders affected by the structural element of the proposals have been formally notified as being at risk of redundancy. The confidential Appendix vi identifies these posts and the ring-fencing arrangements that will apply, in respect of recruitment to posts within the proposed new structure. The confidential appendix also identifies those posts which will 'slot in' to similar posts in the new structure.
- 6.3 Changes to working hours as outlined earlier in this report, will impact on staff. The phased introduction of these arrangements provides a period of time for staff to adjust.
- 6.4 A staff Care and Support Plan has been made available to all staff affected by these proposals. Support will be available to all staff throughout the transformation process.

7. Recruitment Approach and Timetable

- 7.1 Recruitment to all new posts in the proposed structure will begin shortly after Full Council approval on 16 August 2011, and be completed by the end of December 2011.
- 7.2 This recruitment process will follow the same approach agreed with UNISON in previous themes of the Core Council Review, summarised in 7.3. The approach is consistent with the Council's own Redundancy Policy.
- 7.3 All new posts will be advertised, initially to those people 'at risk' of redundancy who are 'ring-fenced' to apply for them. If a post is still vacant after a recruitment exercise, other 'at risk' staff outside the ring-fence for that post will be invited to apply for it. If the post is still vacant after this process, it will be advertised externally. The recruitment process to fill new posts will be rigorous, designed to ensure that the new structure contains all the necessary skills and competencies for success.

8. Financial Implications

- 8.1 Table 1, below, outlines the financial benefits of these proposals over the period to the end of the financial year 2014/15. This table also identifies efficiencies already delivered since approval of the interim transformation plan in December 2010.

- 8.2 The table shows that net revenue savings of £1m per annum will be delivered from 2013/14, with significant savings also being delivered in the intervening years. An overall cumulative saving of £3.4m will be delivered by the end of the financial year 2014/15. The savings have been calculated to align with the transformation timetable shown in appendix iii and is estimated that the majority (approximately 79% in the longer term) of these savings will accrue to the General Fund, with the remainder accruing to the Housing Revenue Account.
- 8.3 Also noted within the table are the investments required. These have been included on the basis of an 'invest to save' business case. These investments include revision of the computer systems for the DLO, providing a more robust and practical solution for a trading organisation. Whilst this represents a significant investment the returns that can be achieved are financially significant and operationally crucial to the future of the business.
- 8.4 The one-off redundancy and staff related costs associated with the structural element of these proposals will not be known with certainty until the recruitment process is completed (end of December 2011). Analysis of potential outcomes has been undertaken and costs will, depending on the recruitment outcomes, be in the range of £420k (best case) - £540k (worst case). The more likely outcome is somewhere in the middle. It is proposed that these one off costs should be funded from reserves.
- 8.5 By reducing the costs associated with the DLO, clients will buy their services for less. This reduction in cost, brought about through the changes highlighted within the report, will show itself through reduced charges rather than the creation of an end of year surplus through over charging. This charge out cost reduction will also allow us to be more competitive in the marketplace and pass on the benefits directly to our clients.
- 8.6 As part of the aim to streamline and simplify the accounting process of the DLO this proposal also includes a change in the way that internal services are accounted for. Currently the DLO operates a number of trading accounts which have a primary income from internal client budgets. There are a number of services where charging direct to budgets can create not only a financial efficiency but also a reduction in workload for finance staff and managers. Currently the hourly rate includes a small surplus for all chargeable staff, if direct charging was used for the main internal clients this surplus would not be required and would result in a saving to those clients.
- 8.7 By separating the services that are predominantly charged to a single client such as street cleansing, public toilets, and grounds maintenance, less trading accounts would be required. There would still be a need for charging to the other ad hoc internal clients and for external trading. This would give much better clarity and analysis of external trading performance. This change will be applied to street cleansing, public toilets and the key parks and open spaces budgets in December 2011 and a

review of this will be held at the end of the financial year 2012/13. If proven a success a report will be brought to members to consider this alternative method for Buildings staff charges against the Housing Revenue Account.

- 8.9 The primary purpose of this change would be to reduce costs to clients and provide clearer scrutiny of trading performance.

Table 1 – Financial Benefits of Proposals

DLO annual savings and investment plan	Part Year 2010/11	2011/12	2012/13	2013/14	2014/15	Total Effect
Expected Interim Staffing: Including all staffing changes to date.	56,285	114,359	114,359	114,359	114,359	513,721
Delivered Interim Staffing: Including all staffing changes to date.	64,810	133,050	133,050	133,050	133,050	597,010
Expected staffing structure changes: Saving as a result of the July 2011 report including the reduction to 37 hours	0	65,984	268,744	268,744	268,744	872,216
Delivered New Staffing Structure:	0	0	0	0	0	0
Expected operational changes: 10% reduction, 37 hour working week, subcontractor review	0	82,028	196,618	667,533	667,533	1,613,712
Delivered efficiencies non structural	0	117,696	150,671	150,671	150,671	569,710
Expected surplus: As taken from the Medium term financial plan, this does not included any possible expansion	73,000	101,000	101,000	101,000	101,000	477,000
Delivered surplus: managed budget outturn excluding one off accountancy anomalies	74,000	0	0	0	0	74,000
Expected Total efficiencies	129,285	363,371	680,721	1,151,636	1,151,636	3,476,649
Delivered Total efficiencies	138,810	250,746	283,721	283,721	283,721	1,166,720
Expected Investments: Vehicle tracking, Software purchase & maintenance, Uniform, etc..	0	85,628	84,902	84,902	84,902	340,334
Expected Net Totals	129,285	277,904	595,819	1,066,734	1,066,734	3,136,476
Delivered Net Totals to date	138,810	250,746	283,721	283,721	283,721	1,240,720

9. Finance Comments

- 9.1 The costs and savings included in this report have been reviewed and are considered to be realistic, and are considered suitable for decision-making purposes. Members may wish to allow a tolerance in the projections of +/- 5% (2013/14 = £48,000) for any eventual differences between assumptions and actual outcomes.
- 9.2 Of the proposed investments in the transformation, the element related to a new computer system would be a capital item. It is recommended that the Council pays for the investment 'up front' as a General Fund project with the cost being recovered from the DLO Trading Account over the lifetime of the new system (estimated 10 years). If this item proceeds with Member support the budget approval process for the investment would include recommendations for the source(s) of funding. In practice, finance officers would recommend the optimum source of funds available at the time (e.g. unallocated capital receipts) in order to minimise financing costs. However the costings included in this report assume that borrowing is required, and there is sufficient headroom in the current Prudential Borrowing limits for this to be affordable.
- 9.3 The proposals identify potential redundancy costs of between £420k and £540k. The DLO Trading Account reserve balance as at April 2011 is £570k, and the eventual cost could be a first call on this balance. It may also be appropriate to consider use of a combination of General Fund and HRA Reserves (either as an 'invest to save' or one-off contribution), which are currently in excess of £4.7m combined. It would seem sensible to share this in proportion to each Fund's share of the savings generated. A factor in favour of using fund reserves is to help maintain an acceptable 'minimum working balance' on the trading reserve. This minimum balance would need to be calculated to help inform decision making in due course.
- 9.4 There is one important distinction to make regarding the figures included in Table 1. The table includes the expected surplus for the DLO which is the same as the annual budgeted contribution to the General Fund. This has been included here to demonstrate the overall 'return' to the Council from current performance plus the planned improvements, which is relevant for benchmarking against alternative options. However from a budgeting perspective, the incremental gain from the transformation proposals is estimated at £966k per year from 2013/14 onwards i.e. the totals from the table *less* the annual surplus.
- 9.5 The identified savings will largely benefit the General Fund, which would make a strong contribution to the budget pressures identified in the

Medium Term Financial Plan. The HRA will also benefit from lower costs as it moves into 'self-financing'.

10. Legal Comments

10.1 There are no legal implications other than those set out in paragraph 3.8 of this report.

11. Links to Corporate Aims

11.1 The proposals for more efficient and area based working will make a major contribution to the Council's 'climate change' priority. Vehicle journeys, mileage and carbon emissions will be reduced significantly.

11.2 Greater use of apprentices will also contribute to the Council's priorities of tackling deprivation and promoting regeneration. The DLO will play an increasingly prominent role in developing and retaining skills in the local economy.

12. Environmental Implications

12.1 More efficient working practices and reduced vehicle usage will reduce carbon emissions and help to ease traffic congestion.

12.2 Sustainability considerations will form an important part of any depot relocation plans.

13. Community Safety Implications

13.1 There are no community safety implications arising from these proposals.

14. Equalities Impact

14.1 The authors of this report have screened the potential impact of the proposed changes in relation to the elimination of discrimination, the advancement of equality of opportunity and promoting community relations. A copy of this screening exercise is available upon request and has concluded that the proposals would not place any particular group within the workforce or community at risk of discrimination or unequal outcomes and that the proposals are consistent with the Council's obligations towards promoting community relations.

15. Risk Management

15.1 A risk register for the DLO internal transformation has been prepared and is subject to regular review by staff, UNISON and the DLO Members' Steering Group. The register is available upon request.

15.2 It should be understood that these changes are not without risk but consideration has been given to these and the most appropriate method of mitigation has been put in place. The key assessment required for this review was that of balancing service delivery with the need to deliver substantial efficiencies.

16. Partnership Implications

16.1 There are no existing partnership implications within the proposals.

17. Recommendation

17.1 The Tenant Services Management Board is recommended to provide views on these proposals, for consideration by Executive and Full Council on 16 August 2011.

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Extension 2143

Chris Hall
DLO Transformation Manager
Extension 2134

Background Reports:

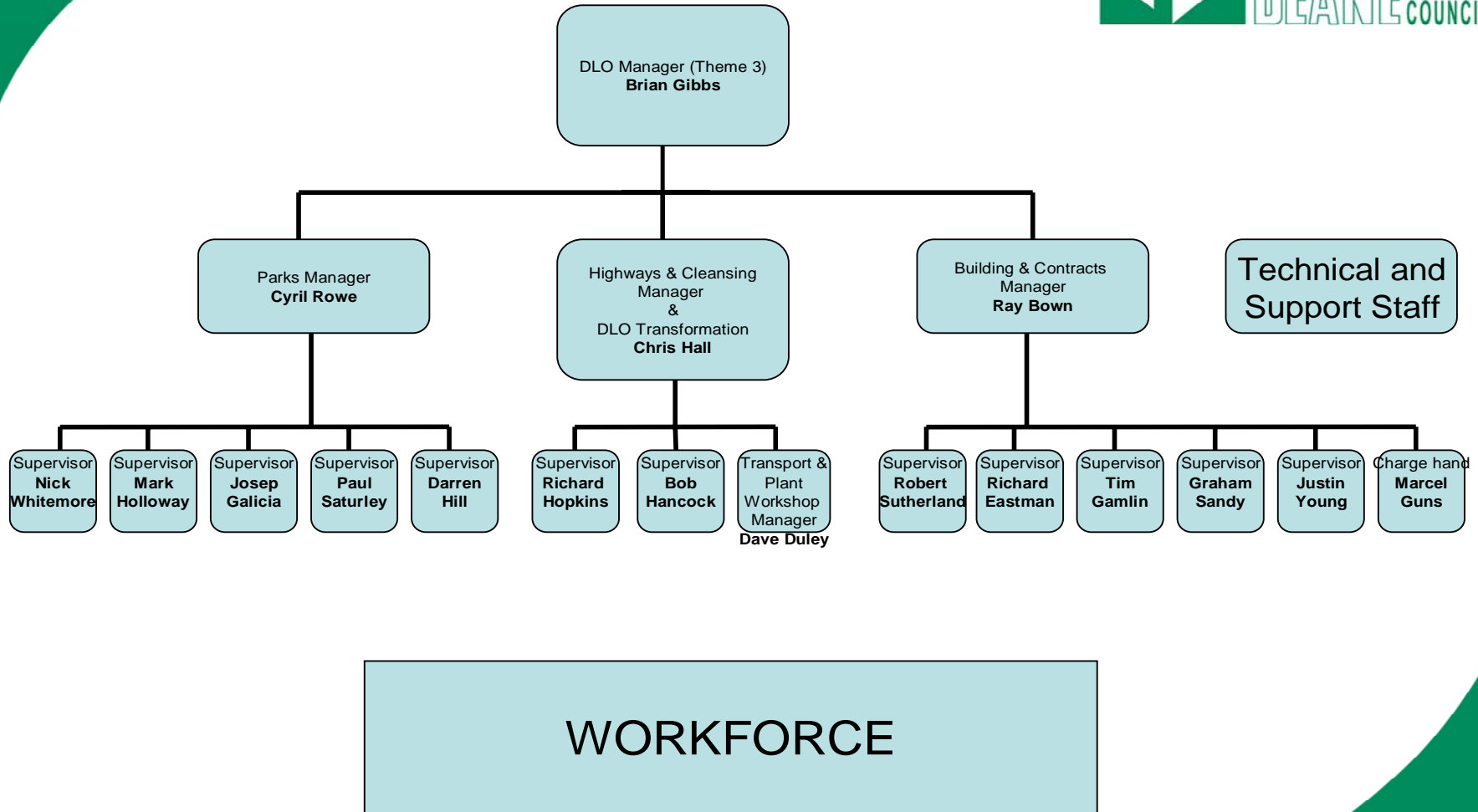
Executive – 9 February 2010, *Independent Review of Deane DLO*

Executive – 1 December 2010, *DLO Internal Transformation – Interim Improvement Proposals*

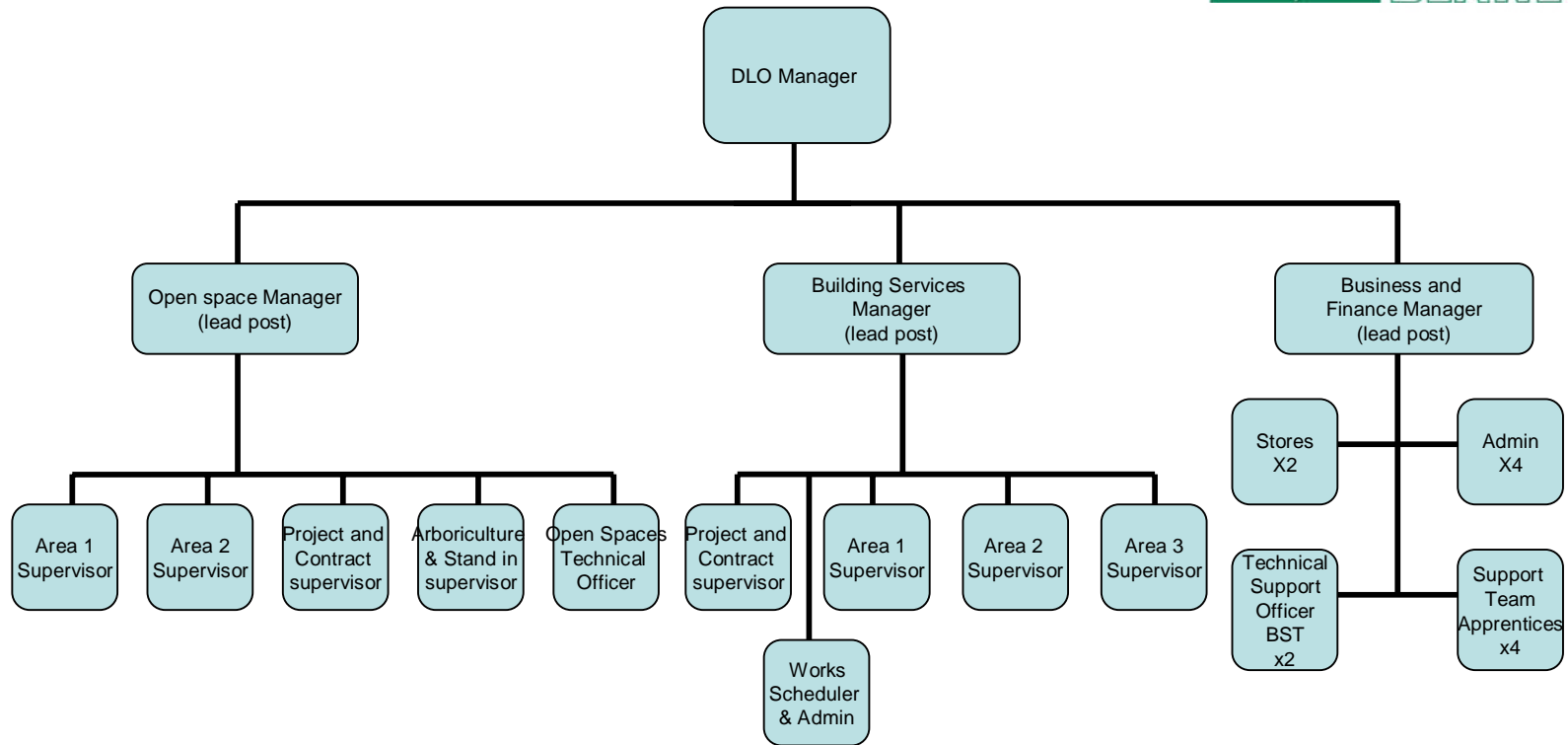
Appendices:

- i) Current DLO structure chart (page 20)
- ii) Proposed structure chart (page 21)
- iii) Transformation timeline (page 22)
- iv) Key Performance Indicators (page 24)
- v) Area working maps - Buildings and Openspaces (page 28)
- vi) CONFIDENTIAL - Staff at risk and ring-fencing arrangements (page 30)

DLO Client & Contractor – THEME 3



Proposed – THEME 3



WORKFORCE

Appendix iii – Transformation Timeline

Year 1 – 2011/2012	Year 2 – 2012/2013	Year 3 – 2013/2014	Year 4 – 2014/2015
Staffing Yr 1	Staffing Yr2	Staffing Yr3	Staffing Yr4
Staff structure (management) and change to 38 hours	Management working hours reduction to 37		
Recruit to new structure, external applicants as required.	Working Hours change for workforce – review of DLO staff terms and conditions – alongside wider TDBC	Full year saving of 37 hour working week for workforce and 10% staffing reduction	
Business Support Team set up and transfer of functions Engage apprenticeships Management development – ongoing to meet demands of new roles Reduce agency staff	Roll-out of Workforce Staff Development (generic working) Develop property maintenance apprenticeship Phase 3 workforce review – dependence on area working model being embedded. Core staff hours/shift patterns etc. JD's Implement shift patterns and weekend working as appropriate, review and revise Re tender where subcontractors are still required.		
Revise use of sub-contractors			
Seek Council view on full (within the advice received) commercialisation of DLO Change to direct hire for street cleansing, public toilets and parks/openspace budgets	Monitor the need for setting up an Authority owned Trading Company Review effectiveness of direct hire process end of 2012/13	Report to members on direct hire advantages, seek approval to implement for housing services (DLO)	Implement and review direct hire process for housing services (DLO)
Vehicles Yr1	Vehicles Yr2	Vehicles Yr3	Vehicles Yr4
Final negotiations with fleet maintenance provider	Workshop reductions		Review contract arrangements for fleet
Vehicle numbers and types review – a transport plan reviewing the way we buy and what we buy Fleet workshop size reductions, external contract start.	Revise the mower maintenance agreements Continually challenge the need for fleet replacements and identify where short – medium term hire or lease maybe appropriate Produce a final specification for lease vehicles		
Vehicle Tracking procurement and implementation			
Identify a supplier of vehicle racking			
Ways of working Yr1	Ways of working Yr2	Ways of working Yr3	Ways of working Yr4
Finalise and implement area working model with structure in place Technology procurement starts	Review of areas, geographical and staffing. Implementation of new software including, mobile working, job flow, store stock – procured and fully implemented.		
Home based working policy and implementation Vehicle racking and Impress Stock			
Stores Yr1	Stores Yr2	Stores Yr3	Stores Yr4
Cease stores external sales Stores staff reductions Implement technology for mobile stock control (linked to works orders)	Reduce stores stock holding to just core business activities Integrate stock issues to mobile technology Implement technology for mobile stock control (linked to works orders) Remove the on-cost of items for use by the DLO, recover stores costs by recharge to key clients		
Miscellaneous Yr1	Miscellaneous Yr2	Miscellaneous Yr3	Miscellaneous Yr4
Nursery Business Case – completion and implementation	Business Cases – Open Spaces & Buildings	Develop contacts for additional external works DLO site move, subject to	Develop contacts for additional external works
DLO Accommodation Review and business case.	Accommodation – Decision by Members		

approval and any necessary construction

New Internal Works Western Fix It, TG roofing, gas servicing contract
Investigate opportunities for partnership of contracted working with other Local Authorities
KPIs/Scorecard introduced as part of proposal.
Continue work on trading models
Challenge new recharge process as a result of the reduced DLO
Develop contacts for additional external works

Challenge new recharge process as a result of the modernised DLO

Develop contacts for additional external works

Appendix iv – Key Performance Indicators

DLO KEY PERFORMANCE INDICATORS (KPIs)



The following KPIs measure progress against one or more of the five DLO Transformation Priorities:

- A lean, efficient and resilient service, able to respond flexibly to the changing demands of the Council and external clients.
- A thriving business, focused on commercial success
- Excellence in performance management
- Excellent customer service and quality
- A committed and empowered workforce


Submission Dates:

Q1 (April-June) 14 July
 Q2 (July-Sept) 14 October
 Q3 (Oct-Dec) 14 January
 Q4 (Jan-Mar) 14 April

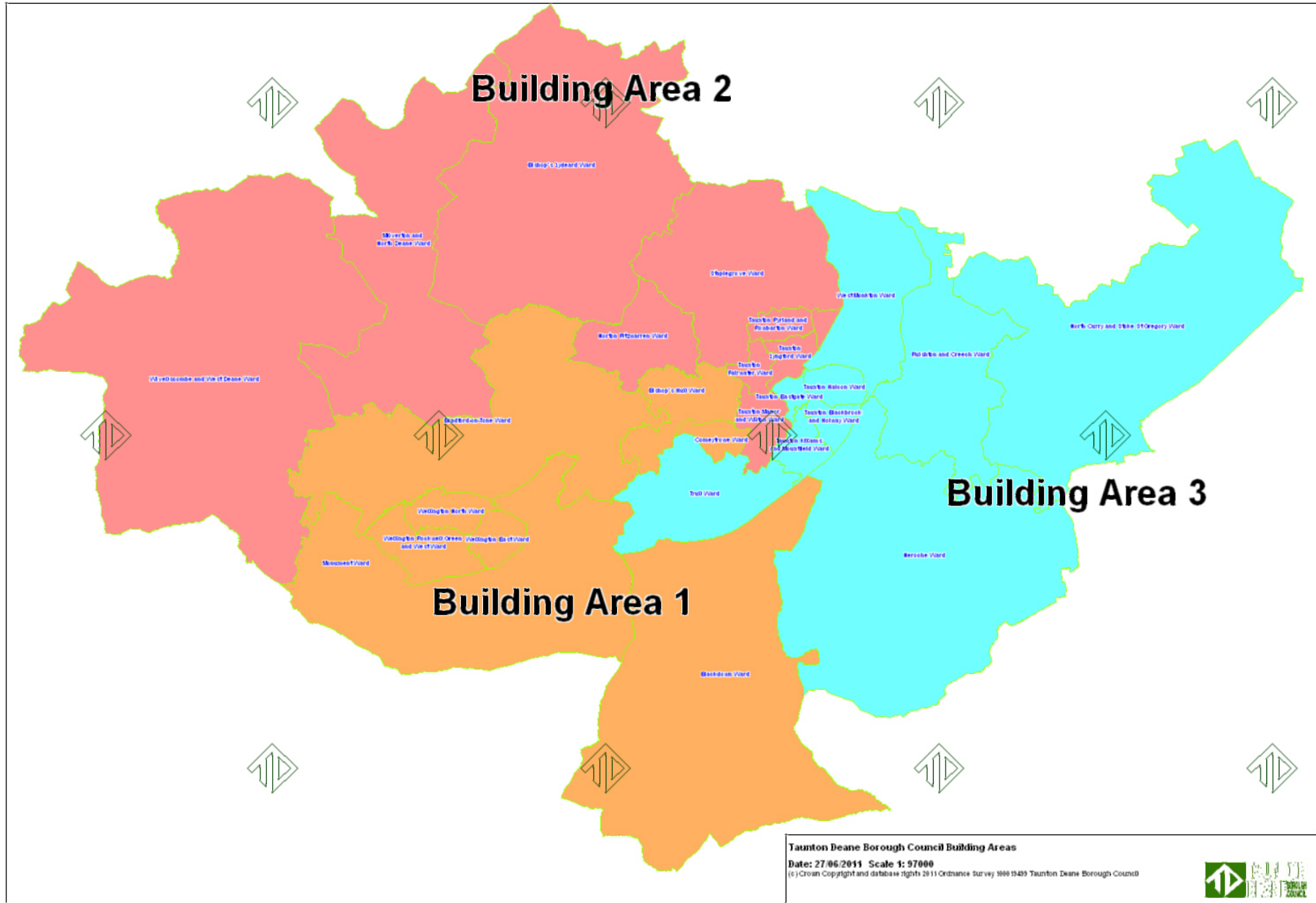
Ref	KPIs	OFFICER RESPONSIBLE	MEASURE ALERT	COMMENTS
1	Number of hectares maintained per FTE.	Openspaces Manager		Facts: 132.13 hectares Public Open Space 68.44 hectares Housing Areas Hectares divided by employee numbers
2	Number of properties maintained per FTE.	Building Services Manger		6,078 properties divided by DLO FTE solely employed on housing works
3	DLO cost of Street Cleansing service per household and head of population.	Openspaces Manager		Budget divided by residents
4	DLO cost of Ground Maintenance service per hectare and head of population.	Openspaces Manager		Budget - £941,490 - population is 108,700

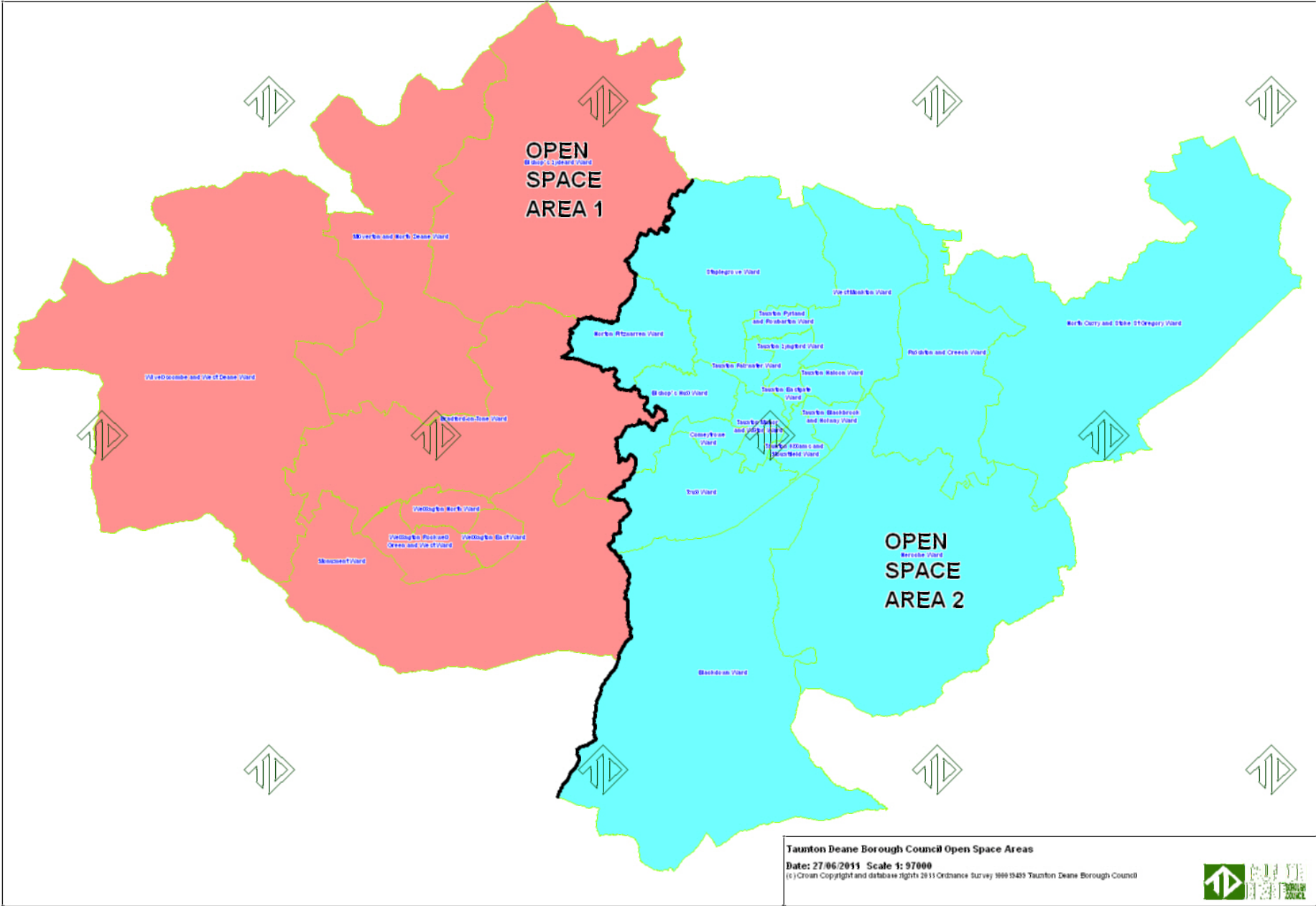
Ref	KPIs	OFFICER RESPONSIBLE	MEASURE ALERT	COMMENTS
5	% of maintained vehicles off road for more than 7 days.	Business and Finance Manager		Not collected yet – available from start of new contract
6	Reduce mileage by % undertaken in Council fleet vehicles	Business and Finance Manager		Total miles 2009/10 – 1,063,348 Total miles 2010/11 – 1,030,045
7	% of external over internal works per service.	Business and Finance Manager		New KPI data being collected
8	% of jobs undertaken by appointment	Business and Finance Manager		Investigation currently taking place as to whether this can be collected.
9	% of repairs completed right first time.	Business and Finance Manager		Not collected yet – being investigated with new software
10	% of P1 repairs completed within target time	Business and Finance Manager		Not collected yet – being investigated with new software
11	% of P2 repairs completed within target time	Business and Finance Manager		Not collected yet – being investigated with new software
12	% of P3 repairs completed within target time	Business and Finance Manager		Not collected yet – being investigated with new software
13	% of P4 repairs completed within target time	Business and Finance Manager		Not collected yet – being investigated with new software
14	90% of tenants satisfied with the repairs and maintenance service.	Business and Finance Manager		National Housing Federation Survey results show 91% of tenants rate actual repairs as “good” or “very good”
15	% of schools surveyed satisfied with service	Openspaces Manager		New KPI data being collected
16	% of parks surveys returned with positive feedback	Openspaces Manager		New KPI data being collected
17	% of positive feedback from customer surveys	Business and Finance Manager		Not yet collected

Ref	KPIs	OFFICER RESPONSIBLE	MEASURE ALERT	COMMENTS
18	% of complaints responded to within 10 days	Business and Finance Manager		Awaiting SAP report
19	Number of complaints upheld	Business and Finance Manager		New KPI data being collected
20	Average time taken to remove fly tips	Openspaces Manager		New KPI data being collected
21	Improved street and environmental cleanliness (level of detritus, litter, fly-posting and graffiti) (NI 195)	Openspaces Manager		NI has been withdrawn awaiting a replacement indicator
22	Number of accumulated litter reports received	Openspaces Manager		New KPI data being collected
23	Improved street and environmental cleanliness – fly-tipping (NI 196)	Openspaces Manager	😊	2008/2009 was 4 – Poor 2009/10 was 1 very effective Target set 2010/11 – 2 effective (awaiting verification)
24	Abandoned vehicles investigated within 24 hours report receipt	Openspaces Manager	😊	All abandoned vehicle reports have been investigated with target time.
25	Max xx working days lost per FT employee	Business and Finance Manager	😊	9 days per annum set by the Council – Theme 3 is currently 7.5 days
26	100% completion of full PREDS	All	😊	Complete
27	100% completion of 6-month PREDS reviews	All	😊	Complete
28	100% completion of training plans	All	😊	Complete
29	Health & Safety Reported Injuries	Business and Finance Manager		New KPI data being collected
30	Number of days lost due to	Business and		New KPI data being collected

Ref	KPIs	OFFICER RESPONSIBLE	MEASURE ALERT	COMMENTS
	accidents	Finance Manager		
31	10% Reduction in the number of fleet Insurance Claims	Business and Finance Manager		2010/11 – 19 accidents 2011/12 – Target no more than 17 5 accidents so far
32	Number of Insurance Claims for Non Vehicular Accidents	Business and Finance Manager		New KPI data being collected
33	Number of accident free days within all DLO activities	Business and Finance Manager		New KPI data being collected

Appendix v – Area Working Maps





Taunton Deane Borough Council Open Space Areas
 Date: 27.06.2011 Scale 1: 97000
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Minutes of the meeting of the Tenant Services Management Board held on Thursday 21 July 2011 at 6pm in Lodge Close, Wellington.

Present: Mr Etherington (Chairman)
Mr Edwards (Vice-Chairman)
Mrs Drage, Mr Galpin, Mrs Hegarty, Mr Hellier and Mrs Marshall

Officers: James Barra (Community Services Manager), Stephen Boland (Housing Services Lead), Martin Price (Tenant Empowerment Manager), Tracy Vernon (Tenant Services Development Officer), Rosie Reed (Tenant Services Development Officer), Alison North (Performance & Client Lead), Chris Hall (Highways & Cleansing Manager), Sharon Harvey (Supported Housing Team Manager), Christine Thompson (Supported Housing Manager), Gareth Denslow (Supported Housing Team Manager) Phillip Webb (Housing Manager - Property Services)

Others: Councillor James Hunt, Cathy Osborn (Savills), Nigel Stuart-Thorn, Beryl Edwards

(The meeting commenced at 6.12 pm)

32. Apologies

Apology Councillor Brooks and Councillor Bowrah

33. Minutes of Last Meeting

Beryl Edwards and Nigel Stuart-Thorn requested their attendance be recorded on the minutes

The minutes of the Tenant Services Management Board held on 20th June 2011 were taken as read and were signed

34. Declaration of Interests

The following members of the Board declared a personal interest as a Council house tenant:

- Mr Etherington
- Mrs Drage
- Mr Edwards
- Mr Galpin
- Mr Hellier
- Mrs Marshall
- Mrs Hegarty

35. Housing Revenue Account Business Plan

Cathy Osborn from Savills circulated printed copies of the intended powerpoint presentation for the HRA Business Plan 2012-2042.

Savills together with the CIH consultation team have been developing a 30 year business plan for TDBC which reflects:-

- Complete picture of the current service to include the views of residents.
- Future aspirations and objectives for the housing service
- Understand the current position
- Understand the risks and opportunities for the future
- Prepare for self financing.

Cathy Osborn provided an overview of Governments proposals for self financing including:-

- Housing Revenue Account is ring-fenced from other Council finances
- The end of the national subsidy system
- Calculations required for the value of each Councils housing stock and the level of debt the business can support which will result in a one off payment to Government, although Government retain the right to change the settlement terms.
- The level of debt the Council is left with reflects the value and is affordable.
- A draft settle to be issued in February 2011 and updated with a determination in December 2011 /Jan 2012
- Will be implemented by end of March 2012.

In terms of what this means for TBDC:-

- A large increase in housing debt (£87 million)
- 17% Uplift in cost allowances
- Cost of debt should be less than the current subsidy payment and debt is capped at the start
- Long term planning is possible to ensure financial viability and delivery of TBDC's objectives Decisions are required around setting new strategic objectives and priorities for action and to measure whether these have worked and been successful.
- There will be new risks and responsibilities together with new opportunities.

The financial model sets out the financial resources required. The model and document sets out the current position and future aims and objectives of the service, including the risks that have to be managed to meet targets for self financing and planning for the long term.

All background information will be collected by July 2011 and analysed by August 2011. Consultation to review the current strengths and weakness of the service and to develop new strategic objectives will be undertaken by September 2011.

The model will be updated and a draft document will be ready mid October 2011.

Interest accrued on the new proposed debt will be more cost effective than paying into the existing subsidy system and to assist in planning for the future for programmes of work.

TDBC need to consider the importance of changes occurring locally and the changes to legislation which are of importance including the localism bill, comprehensive spending review and Welfare benefit reform etc.

A comprehensive consultation with a wide range of stakeholders will be required over the coming months. This will assist with building up a picture of current service delivered and gain the views of residents including where they would like to see the service going in the future.

In September stakeholder consultation days are planned and will need to identify an understanding of the current strengths and weaknesses of the service.

The board were asked for their views on issues that should be considered within the business plan. Responses included:-

- Benefit payments reform converting to universal credit may have a major impact on rental payments made to landlord. The impact of the Government policy (Localism Bill) and those who under occupy accommodation will also create problems. There should be provision for the tenants in the form of removal grants to assist households to move.
- The plan should incorporate building of new houses by TDBC and include renewable energy sources.
- Discussion were had on Right To Buy receipt constraints.

The board were also asked for their views on the current level of service TDBC provide and whether any improvements could be made, responses include:-

- Higher decorating standards should be achieved wherever possible
- A choice of heating should be made available, especially considering tenants in rural areas
- Energy certificates should continue to be made available including details of average fuel costs.
- Non-traditional houses should be regularly assessed to identify and determine whether it is more cost effective to repair or consider demolition. This should include realistic timeframes for works.
- Consider Community issues, i.e. problems with parking on estates and the use of gardens. These should also be identified within new builds.
- Bathrooms in flats need to come up to a higher standard especially for those disabled tenants. Walk-in showers should be made available for rather than going through Disabled Facility Grant process.
- Fuel poverty for tenants, this should be a high priority for TDBC.

The timescales for disabled adaptations were discussed and whether improvements to this service could be made to include the Homefinder Somerset choice based lettings system.

The TSMB was considered to be forward thinking and could feed updates from the meetings to the Tenants Forum and all tenants.

Resolved that the presentation be noted and that the board's responses be taken into account when formulating the business plan.

36. Housing Revenue Account Reform Project Dashboard

The Community Services Manager introduced the report. The first project dashboard was discussed at the previous TSMB meeting, all work streams feed back to the project brief and are currently on track with key people in place and progressing well within the timescales. These have been awarded a green light status.

Key accomplishments give specific examples of what has been done to move the project forward - key activities will be undertaken during the next period. Further details will be brought to future TSMB meetings. A risk register will be circulated at the next meeting to identify issues that can go wrong and how these are managed.

The timetable for business plan is now in place to identify key dates. Community Scrutiny is meeting on 2nd August and a Members Session on HRA reform will be organised so everyone has and understanding of the business plan.

The next meeting will set out what options are available for securing the funding and a Housing Accountant will be asked to attend the next TSMB meeting to explain this in more detail.

Comparisons with other Local authorities has been undertaken to share in experiences. The Association of Retained Council Housing (ARCH) is currently looking at the merits of Local Authorities working together with a view to applying for a bigger loan and improved rate of funding.

Resolved that the that the actions and progress to date be noted

37. Halcon North Project

The Project Manager for Halcon North provided an update. The Performance and Client Lead took over the project in January 2011 with the aim to ensure the project progresses within timescales. A draft project brief and dashboard is currently being produced and this will be available for the TSMB to give their views and comments.

The project has a 4 stage process – at the beginning of the process focus was around the importance of the project, to collect evidence by working closely with residents in Halcon. Savills have assisted with figures for the project.

In September a full appraisal and consultation with members and the board is required to identify how this project can be delivered before progressing to Stage 2.

The Halcon North Project is very complex and requires a clear business case. There will be lots of activity from September 2011 onwards. Tenants and stakeholders will be involved, looking at the proposals in detail and pulling together a brief of who will deliver the project and procurement which will also involve tenants

Feedback will then be brought back to the TSMB.

The following concerns were raised by the TSMB members:-

- Aids and adaptations and allocation of properties
- The use of Tenant removal grants
- How disabled tenants currently living in Halcon North were being supported by moving to another property.
- How decants of the properties will be dealt with and the need to be well organised and planned.

The Performance and Client Lead advised that an Equality Impact Assessment will be undertaken as part of the project.

Further details of the cost of the scheme will be available at the next TSMB meeting in August and Shirlene Adam as Project Sponsor will also attend to assist with further detail.

Resolved that that the update and board concerns be noted.

38. DLO Internal Transformation – Final Proposals

The Highways and Cleansing Manager provided a comprehensive update on the DLO transformation Theme 3 of the Core Council. Copies of the report were circulated.

Following the Core Council review back in 2009 an option appraisal was carried out looking at possibilities for the future delivery of the DLO service which included the possibility of outsourcing.

Outsourcing DLO services was rescheduled pending the completion of a four year budget strategy and revised specification for DLO services.

In December 2010, the Executive approved the interim proposals to concentrate on the DLO internal transformation to identify how TDBC can improve the delivery of services to include area-based and generic working methods to assist in improving the business and developing services.

The difficult but necessary decision to change the structure of the team will place 12 employees at risk of redundancy, reducing Supervisory Management and Administrative posts. Some of the new posts will be ring-fenced.

There will also be the creation of new posts for multi-skilled staff and a new Business Support Team.

The proposed changes will make efficiency savings of £1 million within year one. The DLO savings created will not come as surplus at the end of the year but will be used to reduce charges for customers.

All staff have been briefed and consulted with the changes. The consultation will continue until 29th July so further ideas can be put forward.

Some of the key proposed changes included in the delivery model:-

- Method of working – how work is received, handed over and completed.
- The changes to the supervisory structure will enable the supervisors to concentrate on delivering the work rather than getting involved in the day to day tasks.
- This will be combined with new technology to support the transformation, to include hand held devices to streamline the work involved in stores and the necessity for administration processing.
- Home working, where practical, will also assist with productivity and may include vehicle tracking.
- The area working model differs from open spaces areas etc. so they will vary in each case and will need to take a common sense approach for a cost effective service.

An ongoing commitment is to look at every part of the service and to challenge this before concluding with recommendations

Further details are contained with the report.

Resolved that that the proposals be approved.

39. Board Members' Responses to Draft Asset Management Strategy

The draft Asset Management Strategy was circulated at TSMB June meeting. Setting out key issues, choices and change around the asset management strategy. This document will become a key part of the business plan and provides comprehensive details to cover the next 30 years.

It identifies what TDBC have to do to maintain the stock to Decent Homes Standard and the cost of works required for the lifecycle of works.

Details will be profiled into the action plan and suggestions from the TSMB and tenants can assist with setting priorities for future investment.

TSMB reiterated the suggestions for improvements as per the Housing Revenue Account Business Plan and included:-

- How older tenants can be supported to remain in their homes when mobility becomes a problem. I.e. Opening windows/ doors etc.

- Tenants to be consulted on design of a property, this is a widespread problem.
- Contractors carrying out work vary in standards delivered.
- Tenants should help shape contract procurement process.
- Air source heat pumps and solar panels should be considered to combat fuel poverty.

Resolved that progress and comments of board be noted

40. AOB

A TSMB BBQ is planned for 14 August 2011 at Newton Road Community Hall from 2pm -6pm. This invitation is open to all TSMB members and staff. Attendees are welcome to bring partners and food/drink along for the event.

The next TSMB meeting is scheduled for 6pm on Tuesday 23 August 2011 at Deane House, Taunton.

(The meeting ended at 8.11pm)