

Taunton Deane Borough Council

Internal Transformation of Deane DLO Services

Interim Improvement Plan – Consultation Draft

1. Introduction

This interim improvement plan has been published in draft form for consultation, following Full Council's decision (5 October 2010) to bring forward proposals for the internal transformation of Direct Labour Organisation (DLO) services.

The interim nature of the improvement plan derives from the likelihood of significant financial cuts facing the Council over the next four years (2011-2015), as a result of the Government's Comprehensive Spending Review. The improvement plan will be reviewed in mid 2011, when the restrictions on funding for this Council will be known, and decisions on priorities and future patterns of investment for all Council services have been made. During this interim period, the improvement plan assumes that services will continue to the current specification.

The priorities and content of this plan have emerged from dialogue and engagement with staff at the DLO over recent months. Engagement processes have included a staff suggestions scheme, regular meetings of the DLO Staff Forum and staff workshops. The Council's recognised trade union – UNISON – has also been involved at all stages of the process and is represented on the Project Team and Staff Forum. Elected members have provided direction for the project through a specially established steering group, comprising portfolio and shadow portfolio holders for DLO services. Input from tenants has been provided through the recently established Tenants Services Management Board.

The above dialogue and engagement will continue. Therefore, it is particularly important to recognise the plan as a 'living document' that is subject to further development and change. Monitoring by staff and elected members will track progress and inform further changes and improvements.

The management team at the DLO is committed to supporting and working with all DLO staff to deliver successful transformational change across all services.

Views are now invited on this plan. A short series of consultation questions are provided in section 4, to assist in this process. Individuals are asked to address these questions in their response, alongside any other views they wish to give.

2. Proposals for Improvement

DLO staff structure

An interim structure for Theme 3 (DLO) is currently in place and no changes to this structure are proposed at present, pending the outcome of a separate review of Housing Property Services. The Housing Property Services Review will come to the Executive for approval on 10 November 2010.

The Housing Property Services Review proposes a clearer separation between housing client and contract functions, following recommendations from the Audit Commission and the independent consultants commissioned to review options for the future of DLO services. Under the proposals, Housing Client responsibilities will move to Theme 4 (Community Services) and contract functions will remain in Theme 3 (DLO). Under the proposal, both client and contract functions will build upon the close working relationship that already exists.

Improvement Priorities

The plan is built around the following five priorities, informed by dialogue with staff and members over recent months:

- 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

The priorities should be viewed as a whole, and successful transformation will depend on action across every priority. A service improvement plan is attached, containing a wide range of activities to support the delivery of the five priorities.

Outcomes

The priorities and associated action plan attached as Appendix A will be geared towards achievement of the following outcomes:

- Reduced running costs for the DLO (total and by service)
- Additional income from external sources (profit)
- Raised levels of customer satisfaction with DLO services
- Reduced CO2 emissions
- Greater levels of staff attendance
- Increased numbers of properties maintained per FTE.

Specific targets for each of the above outcomes, and timetables for their achievement, will be developed over the period to March 2011.

How the DLO works – proposed direction of travel

Achieving transformational change at the DLO will require fundamental challenge to current practices and the adoption of new ways of working across the entire workforce.

The list below captures the ‘direction of travel’ that is proposed to facilitate service transformation and improvement, and should be read in conjunction with the service improvement plan attached. Further work by DLO management to move along this path will be required, and some elements will need further consultation with staff and UNISON. At this stage views are sought on the overall direction proposed, as follows:

- Instead of the current six separate DLO functions, services will be brought together in order to streamline and simplify internal accountancy arrangements, improve transparency of DLO costs, reduce internal administration and bureaucracy and free up time to concentrate on delivering front-line services to customers.
- Under the above arrangement, two areas of Building Services and Open Spaces will be created. Building Services will comprise functions involved with housing repairs and maintenance and Open Spaces will comprise Parks, Nursery, Transport, Cleansing and Highways functions.
- Bring together support and administration staff who are currently located in different DLO functions into a single business support team. This would bring greater co-ordination and ‘critical mass’ to the delivery of services and transformation plans. A similar arrangement is now operating successfully in other themes. Details of staffing and functions within this intended new team will be developed and subject to further consultation.
- Closer working with all client functions to ensure a smarter and more efficient work flow from initial service request through to completion of works and record holding.
- Greater emphasis on area based and multi- disciplinary working, where staff will be equipped and empowered to deal with a wider variety of service requirements, improving the customers’ experience as well as operational efficiency.
- Introduction of mobile phones and vehicle tracking technology to improve communications between management and workforce, enable better planning

and scheduling of works and reduce the need for journeys to and from Priory Depot. Smarter and more efficient use of the vehicle fleet will result in lower overall mileage, reduced spend on fuel, lower CO2 emissions and potential for reductions in overall fleet size and associated spend. Alongside the introduction of this technology, opportunities for staff to work from home rather than starting from the depot will be explored, and all staff will be encouraged to question the need for work related travel.

- The introduction of more rigorous project management of all works, where co-ordination between different trades is improved to yield greater efficiency and better outcomes.
- To continue fostering a working environment where staff at all levels are encouraged to question and challenge existing working practices and suggest ways of generating efficiencies and taking advantage of potential commercial opportunities.
- To strengthen processes for customer engagement and feedback, ensuring that all views received inform further service development and improvement.
- To encourage a culture of learning and continuous improvement, informed by best practice from other organisations in the public and private sector.

3. Conclusion

This plan sets out the proposed priorities and outcomes which will become the focus for all DLO services under an internal transformation model. Ways of working and an action plan to support these priorities and outcomes have also been set out, in this document and the attached draft service improvement plan respectively.

The interim management structure at the DLO is projected to deliver general fund revenue savings of £65,000 in 2011/12. In addition, the Medium Term Financial Plan projects that the DLO will make a contribution to the general fund of £73,000 in 2011/12. Additional net revenue savings arising from the attached service improvement plan are estimated to be in the range £25,000 to £50,000 in 2011/12. It is estimated that the interim service improvement plan will deliver overall efficiencies of approximately £1 million over the period 2011 - 2015. This figure will be revised as further improvement initiatives are implemented.

Specific targets for each of the outcomes listed in section 2 will be developed over the period to 31 March 2011.

Views on this interim improvement plan are now sought. All comments received will inform the further development of the plan, before a final version is put to Full Council for approval on 14 December 2010.

4. The Consultation Process

The formal consultation process on this draft plan runs from 25 October 2010 until 22 November 2010.

Views can be submitted in a number of ways:

In writing to Ann Forester – PA to Brendan Cleere (Strategic Director) at the Deane House, Belvedere Road, Taunton TA1 1HE.

Email: a.forester@tauntondeane.gov.uk

In person through attendance at DLO staff workshops or the DLO staff forum, which are taking place throughout the consultation period. Alternatively, you may wish to speak directly to your line manager or the DLO Project Director – Brendan Cleere (extension 2580)

Through UNISON. Representatives at the DLO are:

- Robin Bainbridge
- Kate Woollard
- Ric Symons
- Tony Woollard

All views on the draft plan will be collated and used to assist in the development of a final document, to be presented to Full Council on 14 December 2010.

Consultation questions:

Views on any aspect of this interim improvement plan would be welcome, but respondents are encouraged to give views on the following areas in particular:

1. The five proposed improvement priorities and associated outcomes
2. The proposed direction of travel and new ways of working
3. The proposed service improvement plan (attached)

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Extension 2580



Red	<i>Behind Schedule</i>
Amber	<i>Slippage</i>
Green	<i>On target</i>
Not Started	<i>Not due to start</i>

Priority	Item	Actions required	Dependency	Traffic Light	Progress %	Current Status	Commencement (wk comm)	Target Completion Date (wk end)
1	A Lean, efficient and resilient service, able to respond flexibly to the changing demands of the Council and external clients							
A	Staffing changes (initial)	i	Parks Manager retires - Structure alterations allow for the saving of a grade G post and lease car		G	100%	Completed 13th September 2010 interim structure changes complete	01/06/2010 12/09/2010
		ii	Nursery Manager retires - Structure alterations allow for the saving of a grade G post		G	100%	Completed - Post holder retired 12 September 2010	01/06/2010 12/09/2010
		iii	Post removed from reception - Amalgamation of reception staff responsibilities		G	100%	Completed Receptionist retired August 2010	01/06/2010 31/08/2010
B	Operational changes	i	Remove boundaries between 6 DLO's. Produce new service and people structure allowing for area, and multi disciplined working.	Southwest One finance	G	10%	Baseline data sourced from COSY on DLO activity by parish. Meetings have taken place with DLO Managers to establish current arrangements	01/09/2010 31/03/2011
C	Service operating location	i	Establish separate project for DLO accommodation and location	Asset management team			TDBC leading accommodation project, including DLO depot options	01/04/2011 01/04/2012
		ii	Identify appropriate staff for home start working, implement this process with telemetry.	DLO Managers				01/12/2010 30/06/2011
D	Technology	i	Vehicle telemetry - Have in place a preferred supplier and commence phased introduction of tracking system to all DLO commercial fleet vehicles	Southwest One Procurement				01/11/2010 30/06/2011



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	ii	Mobile phones - issue mobile phones to staff identified to compliment mobile working	Southwest One Procurement	G	10%	Initial discussions have taken place on issue of mobile 'phones	01/10/2010	31/03/2011
	iii	Carryout a cost benefit analysis of introducing a computerised workflow system. Automated job flow from initial service request to works completion	Southwest One Procurement				01/04/2011	31/03/2012
	iv	Review the use of Academy, Cosy, and Confirm software systems	Southwest One IT			Investigations into the use of Confirm have already begun	01/04/2011	31/03/2012
E	Stores (purchasing & supplies)	i	Review key stores process and propose potential alternative delivery models.	Southwest One purchasing and supplies (DLO)			01/01/2011	31/06/2011
		ii	Review benefit of external sales to schools	Southwest One purchasing and supplies (DLO)			01/12/2010	31/03/2011
F	Transport DLO	i	Review necessity for vehicle fleet numbers, consider use of pool vehicles	DLO Managers			01/01/2011	30/09/2011
		ii	Remove Transport DLO trading accounts and attached staff to alternative service for costing process	Southwest One finance			01/12/2010	31/03/2011
		iii	Review Transport service cost and overheads	Southwest One finance			01/01/2011	30/06/2011
G	Processes	i	Identify key processes that can be streamlined for increased efficiency	DLO Managers			01/01/2011	30/04/2012



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		ii	Research and introduce best practice processes using links with partner organisations, both private and public best practice	External Support	G	5%	Private sector best practice obtained. Other LAs being contacted on most efficient ways of working	01/10/2010 30/04/2012
H	Transparency	i	Activity Based Costing for Authority based work - Identify costs associated with internal DLO activities, as part of the wider agreed TDBC budget strategy.	Southwest One Finance			01/01/2011	31/03/2011
2	A thriving business, focused on commercial success							
A	Sales and Marketing	i	Review current external business and profitability	DLO Managers			01/11/2010	31/06/2011
		ii	Produce sales and marketing plan for buildings service, including income generation estimates	External Support			31/12/2010	30/06/2011
		iii	Produce sales and marketing plan for open space service, including income generation estimates	External Support			31/12/2010	30/06/2011
		iv	Produce sales and marketing plan for nursery service, including income generation estimates	External Support			31/12/2010	30/06/2011
		v	Set DLO annual profit target from external business	External Support			01/01/2011	30/06/2011



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3	Excellence in performance management (financial and service)								
A	Budgets	i	Separation of TDBC external trading accounts to replicate service structure	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/09/2010	31/03/2012
		ii	Establish mechanism for tracking and reporting financial benefits realised	Southwest One finance	G	50%	Broad framework already established with Financial Improvement Plan	01/09/2010	31/12/2010
		iii	TDBC Finance to highlight DLO year end outturn	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/04/2011	30/04/2011
		iv	TDBC Finance to calculate internal recharges each month	Southwest One finance	G	25%	Initial discussions have taken place with TDBC Finance	01/11/2010	31/03/2011
		v	TDBC Finance to recalculate hourly rates taking into account financial improvement plan items	Southwest One finance			Initial discussions have taken place with TDBC Finance		
		vi	Identify internal recharges allocated to the DLO that should sit directly with the general fund	DLO Managers / Southwest One finance					
B	Stakeholders	i	Review existing process of member involvement in delivery of improvement plan and business improvement	Project Director	G	50%	Members updated on DLO emerging priorities and actions	01/09/2010	30/06/2011
		ii	Engage with existing internal and external clients on possible areas for additional work	DLO Managers				01/03/2011	31/12/2011



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C	Communication	i	Revise communications overview and plan, encompassing staff, members, stakeholders etc.	Project Director				01/11/2010	30/11/2010
		ii	Staff consultation survey - to review staff satisfaction on evolving delivery model. Link to PREDS	Southwest One HR				01/12/2010	31/06/2011
		iii	Stakeholder survey - to gain views of significant partners and internal clients on evolving delivery model					01/04/2011	01/06/2011
		iv	Customer consultation survey - identify satisfaction from external clients on service they receive					01/04/2011	01/06/2011
		v	Develop standard information packs / promotional materials for each service to be available in reception/face to face to educate customers on services provided					01/03/2011	31/05/2011
E	Performance management	i	Develop the use of existing corporate performance management framework including Key Performance Indicators linked to organisation objectives, appraisals and personal objective setting for staff.		G	15%	Draft list of KPIs produced	01/12/2010	28/02/2011
		ii	Regular review and reporting of performance (team and individuals) across all areas, inc productivity.					01/01/2011	31/03/2012
4	Excellent customer service and quality								



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A	Quality	ii	Identify relevant accreditations that we wish to retain and strive to achieve (Investors in people, ISO ratings)					01/04/2011	31/12/2011
B	Standards	i	Review and revise customer service standards and expectations, including responses from surveys and commitments we make (service level agreements)					01/01/2011	31/03/2011
		ii	Publish performance against standards (revised Key Performance Indicators)	Performance and Client team				01/04/2011	31/03/2012
C	Customer contact	i	Review first point of customer contact arrangements	Southwest One contact centre				01/04/2011	31/07/2011
D	Complaints & customer feedback	i	Use complaints and feedback to inform future service delivery improvements					01/01/2011	31/12/2011
5	A committed and empowered workforce								
A	Vision & values	i	Develop vision statement with a clear purpose of the DLO, in consultation with staff					01/11/2010	31/12/2010
B	Training, development & team building	i	Conduct skills audit to identify existing ability to multi discipline						
		ii	Review and revise training and development plan					01/12/2010	03/06/2011



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		iii	Carry out events to engage teams to support internal transformation					01/11/2010	31/06/11
		iv	Establish approach for recognising high performance and excellent customer service at individual and team level					01/11/2010	31/03/2011
		v	Provide programme and project management training to relevant staff					01/11/2010	30/06/2011
C	Performance management	i	Establish a mechanism to communicate performance	DLO Managers				01/01/2011	31/03/2012
		ii	Review and update project management framework if appropriate	Project Director				01/01/2011	31/03/2012
		iii	Introduce a performance notice board to publish and celebrate individual staff performance, utilise core brief to highlight team performance	DLO Managers				01/01/2011	31/03/2011



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		iv	Reinforce performance management framework and key performance indicators	DLO Managers				01/01/2011	31/03/2012
D	Consultation	i	Continue staff consultation and engagement around new operating model	DLO Managers	G	25%	Initial staff communication of changes to structure	01/09/2010	14/12/2010