

**COUNCIL**  
**14 JANUARY 2016****REPORTS OF CABINET MEMBERS WITH RESPONSIBILITY**

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**Report of the Cabinet Member with Responsibility for Transformation and Commissioning****INTRODUCTION**

1. This has been the first full year of the Commercial and Change directorate's operation. Not only has the Directorate itself, in its formation, gone through significant change, it has also successfully led and supported change throughout the organisation this year. With a new Directorate, a new Director and myself being new to the CMR role for Commercial and Change I am genuinely proud of our major achievements this year.

**Future Fit**

2. In the 12 months up to February 2016 the FutureFit Programme has delivered savings of £25.1m and currently manages a portfolio of over 60 projects. We have successfully delivered and closed 20 projects. In addition to supporting commissioning activities we have project managed the delivery of Your Life Your Choice and the successful implementation of the Care Act, as well as an innovative new way of delivering Social Care in Adults badged as the New Models of Care.
3. Other notable achievements are delivering Superfast Broadband across Worcestershire and consistently delivering ahead of schedule ensuring that over 86% of the County now has access to fibre.

**Human Resources & Organisational Development**

4. The HR teams have successfully supported a number of significant commissioning projects this year. They have continued to reduce the management layers in the organisation and have increased the overall management spans of control. They have filled 722 vacancies this year (including temporary secondments and redeployments) and have been running recruitment assessment centres for Children Services frontline managers, testing leadership capability against our leadership management competences before we test for technical ability. One of the areas where recruitment has been particularly successful was around the children social care environment. The proportion of permanent front line social workers in this area has remained consistently high throughout the year (85-87%). Not only is this saving a significant amount of money but having more permanent rather than agency staff also results in better outcomes.
5. It is important to recognise that the County Council is and will remain one of the largest employers in the county. It is therefore crucial that we keep investing in our staff. This includes developing and training existing staff, spotting and developing

talent in the organisation, succession planning, recognising good performance and dealing with performance that is not as we expect it. I am therefore very pleased that we recently launched our Talent Management Framework. The Framework is applicable to everyone in the organisation and gives a more structured approach to the development of our staff as well as focusing on succession planning within the organisation. This also includes recruiting apprenticeships, graduates and work placements into the organisation.

6. We also launched our Lunch & Learn sessions which are short, sharp training sessions that will give staff the tools to become even more effective in their work day. The first 3 have particularly focussed on mobile and flexible working.

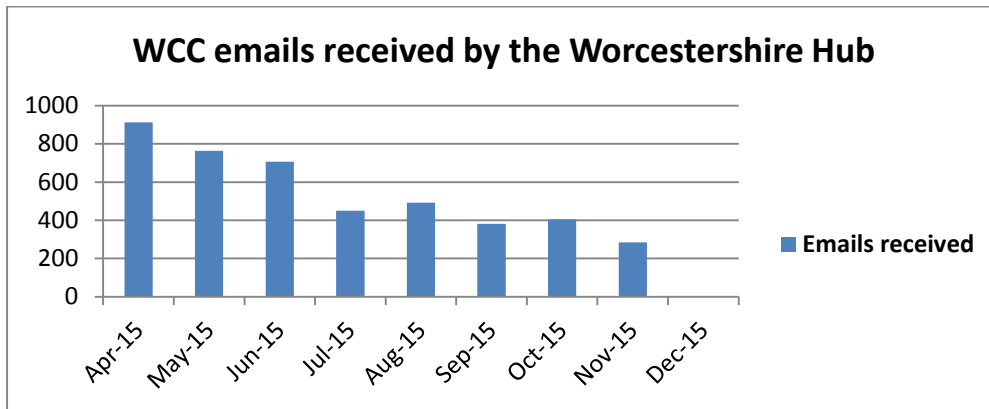
## **Property**

7. A major achievement this year was the launch of Place Partnership Ltd., a commercial property company owned by the Council and five of its public sector partners. This initiative is the first of its kind and delivers the Government's ambition of the One Public Estate programme and was therefore fully supported by the Cabinet Office. The new company will deliver savings for the tax payers but will also, over the years, facilitate much better use of public buildings and start driving local economic regeneration.
8. A good example of better use of the public estate was the development and opening of Parkside in Bromsgrove. Parkside includes a library, the District Council offices and a Job Centre Plus. While unfortunately the building was delivered later than anticipated, the benefits that the public will experience from having multiple partners in one building will be significant for the future. We have already seen an exciting increase in footfall in the new library as a consequence.
9. We also saw Defra and HMRC move into County Hall recently which is now delivering over £800,000 of income for the organisation as well as showing our further commitment to better collaboration and maximising property value. This is combined with a further focus on mobile and flexible working to make work an activity, not a place.
10. The current property strategy through careful planning to maximise value will, by April, have delivered:
  - Capital receipts approaching £33 million
  - Revenue savings in excess of £2.5 million
  - Sold 99 freehold properties (against a target of 55)
  - Disposed of 33 leases.

## **Technology & Customer Service**

11. Our ambition to have 100% of Council services available online by 2017 is on target to be delivered. This year we significantly improved how quickly we can deliver new online services. A good example of this is how we delivered a new end-to-end solution enabling customers to request and pay for Copy Certificates online which has improved the user experience as well as streamlined back office processes. By providing our services online we have already seen a significant drop in the number of people wanting to and needing to see us face-to-face although these services are

still available to those who require it. Our digital approach has also helped to deliver about £1.5m of savings against Future Fit targets so far. We have improved how we deal with general enquiries online which has seen a reduction in the amount of labour intensive emails that we receive.



12. The launch of the contract with HP has started a programme of significant technology change. The out-of-date technology is being replaced and will support making our services more accessible and robust. These changes are complex and the team are managing the consequential disruption together with HP. The contract has already resulted in the replacement of network equipment at 66 of our 94 sites and the migration of our wider corporate broadband network to the West Midlands wide Public Services Network which is compliant with the government security rules.
13. From 1 May 2015 the Worcestershire Hub Shared Service (WHSS) was commissioned to Civica UK Ltd as part of an 8.5 year contract to deliver customer contact handling.
14. This change looks to deliver an overall saving of up to £2.6m and included a significant upgrade to the telephony system. The continuation of the inclusion of Malvern Hills District Council and Worcester City Council as well as the co-location of the service to some of Civica's other business processes in Pershore has the benefit of being able to provide better end-to-end services to the public as well as benefit from economies of scale.
15. Technology is continuing to become a more integral part of how we look after people too. We have already delivered some great examples of technology in care such as the implementation of biometrics to open doors in our Timberdine nursing home giving residents much better access whilst protecting those that are vulnerable. This year we also delivered the market engagement with small and medium innovative technology companies that can be part of a new framework that we are procuring. This framework aims to deliver new innovative technology solutions that help Worcestershire residents to stay independent in their own homes longer. This approach could also disrupt the assistive technology market wider than Worcestershire and potentially give the Council a financial return. This procurement will continue into the next year.

## **Commercial Team**

16. The Commercial Team is key to our changing organisation. It now has responsibility for Research, Procurement, Commercial & Contract Management and Performance. Having this responsibility ensures that when we commission our services we source the right service from the right provider at the right price for the taxpayer. This includes choosing the right type of delivery model for services which can include commissioning to the commercial sector, social enterprises, partnerships or the voluntary and community sector.

17. Some of the major achievements of the Team this year:

- The restructure of the directorate brought many of the required skills together from across the organisation. It delivered many of the savings that had already been included in the MTFP by several directorates. More importantly though, it now provides the organisation with a professional resource that focusses on the commissioning of services, maximising the, sometimes untapped, commercial value in our contracts and building better commercial relationships with providers and our partners.
- The Team's support and key role in the commissioning of the Learning & Achievement services to Babcock was a major achievement in what was a very complex procurement process. Although the contract drew some negative sentiments from which we learned key lessons, it is important to recognise that the contract is sound and focusses on the outcomes that are required for the young people of Worcestershire. Furthermore it is delivering over £2m savings per annum.
- Another significant contract that was delivered and had been outstanding for a number of years was the commissioning of transactional HR & Finance Services to Liberata. It is of great credit to the Team that this has now been delivered in this year of significant change. Not only will the contract deliver the approximately £2.2m worth of savings, it also gives other public sector organisations in and around Worcestershire the opportunity to benefit from the services provided. This sort of greater collaboration, interaction and opportunity to benefit from cross organisation economies of scale is exactly the sort of public sector leadership role that I expect the teams to take.
- Due to the establishment of the Team we have now also taken a more consistent and professional approach to our commercial relationships with suppliers. A good example of this is our PFI contract for the South Bromsgrove schools. It is fair to say that our relationship with the Supplier, BAM, was too focussed on the contract and not enough on the supplier relationship. This resulted in many issues being unresolved. Our new approach has resolved most of these issues, has significantly improved the response times that the schools are experiencing and has given us better insight into any opportunities to get better commercial value from the contract which is something that we expect to deliver additional savings for the schools in the next financial year.

## **Communication**

18. We have recognised that the way we communicate with the public and staff needs to continue to change. As we are publically funded we need to be transparent and aim to communicate things in a simple way particularly for those that are not familiar with our sometimes complex rules, regulations and jargon. This year we therefore changed many of our reports to use more plain English and use graphics where this enhances the story.
19. An increased number of media briefings were held in the last quarter of 2015 to better explain the context of some of our more complex policies and projects such as commissioning, demand management and the Council's financial plans.
20. We were more proactive in telling the public about our successes, the services that we provide and the investments that we make as well as being more open when things were going less well. Our stories about the Recover At Home Team, Worcestershire's excellence in Cyber Security, the additional 16,000 jobs for Worcestershire that our investments support, our investments in Hoobrook and Worcester 6 and some personal stories about the excellent services that our social care staff and foster carers provide were well covered in the press as a consequence of this more proactive approach.
21. Our social media presence continues to increase and we launched the Travel Twitter account recently telling residents about everything that is going on in relation to roads. We would welcome Members promoting this and our other social media channels to their constituents as it gives our residents immediate and useful information.
22. Together with the Local Enterprise Partnership (LEP), Business Environment and Communities/Economy and Infrastructure, the District Councils and major local businesses we continued to build the relationships and content that will help to bring inward investment and jobs to the county. We had a stand and presented a business case at a major property event in London (MIPIM) and hosted a Chinese delegation who praised the way we communicated Worcestershire's case. This included our continued focus this year on World Class Worcestershire which is starting to be used and recognised by people in Worcestershire.

## **Legal and Democratic Services**

23. We have streamlined Democratic Services management, moving from 3 management posts at the start of 2015 to 1 during the year. Democratic processes have also been transformed, with a new standard report format, more concise minutes, a revised and easy to use Executive Forward Plan, and increased use of technology. Implementation of Cabinet decisions is now faster through formal decision notices circulated on the day of decision.
24. The Service supports the democratic process as well as the School Admission and Appeals process. In 2015/16 242 panels have so far been arranged. In addition to maintained schools, we now provide an appeals service to 25 Academies.
25. The Service has implemented the revised Scrutiny structure and helped support the Council's main priorities with ongoing scrutiny work, which has seen them oversee

consideration of 47 separate issues and service 45 meetings in 2015/16 to date. 2015 Scrutiny work has including matters as diverse as Child Sexual Exploitation, Commissioning, Superfast broadband, Acute hospital services, Increasing physical activity, and the developing budget for 2016/17. 100% of all recommendations to Cabinet from Overview and Scrutiny have also been accepted for implementation.

26. The service continues to administer the Councillors' Divisional Fund Scheme. This has proven to be a very successful initiative for the improvement of community well-being - in 2014/15 658 payments were processed, and 387 in 2015/6 so far.
27. The CIPFA benchmarking survey has shown again that the relative cost of democratic services and legal remains very low compared with other authorities.
28. Legal Services have been at the heart of supporting delivery of the Council's corporate priorities. This includes helping achieve the conclusion of major corporate commissioning and infrastructure projects.
29. Legal Services play a major role in safeguarding children through pursuing care proceedings in court and pre-proceedings cases (which try to divert cases away from statutory court intervention) for the Children, Families and Communities Directorate. The pressure volume of demand remains high – 88 sets of care proceedings were issued in 2014/15 and 78 sets for Q1-3 in 2015/16 (10% increase pro rata). Pre-proceedings cases remain at a high level – 137 cases commenced in Q1-3 – and are being driven hard to avoid the need for care proceedings if possible. Much support is provided for the Directorate of Adult Social Care & Health in relation to adults lacking capacity, and as a result of case law the number of court cases Legal have commenced and pursued with the Court of Protection has doubled so far in 2015/16 compared with 2014/15 (pro rata estimate of 18-20 cases for 2015/16).
30. Legal Services support a wide range of corporate business – e.g. processing 663 temporary traffic orders (such as for road maintenance/repairs) in Q1-3 (up 13% pro rata from 2014/15), development agreements, land sales and purchases, and commons searches. Routine debt recovery has been placed with a firm of local solicitors, to be reviewed with the implementation of the HR/Finance project.
31. The Legal Services commissioning review concluded that the in-house Legal Services provides far better value for money than potential alternative providers were able to offer, with alternative solutions likely to cost 2-3 times as much. The conclusion of the commissioning review was that continuing in-house legal provision was the best option, supplemented as now by support bought-in from barristers or legal firms/other authorities as necessary.

## **CONCLUSION**

32. Finally, on a personal note, I would like to thank all those who work in the Commercial and Change Directorate for their hard work and support over the last 12 months. Despite the sometimes challenging circumstances, they have delivered some very notable successes which are enabling this Council to continue to meet the needs and aspirations of the people of our county.

## **Marc Bayliss**

Cabinet Member with Responsibility for Transformation and Commissioning