

**Report of: Head of Business Improvement**

**Report to: Scrutiny Board (Resources and Council Services)**

**Date: 22 December 2014**

**Subject: How We Work – overview / summary**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	No
Are there implications for equality and diversity and cohesion and integration?	Yes
Is the decision eligible for Call-In?	No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	No

## Summary of main issues

1. The Deputy Leader (Councillor Peter Gruen) requested that Resources and Council Services Scrutiny Board consider How We Work as part of its agenda. This is the first presentation to Scrutiny Board providing an overview of the 3 main programmes of work making up the How We Work agenda namely; Customer Access, Better Business Management and Changing the Workplace. The first part of the session will be a video presentation on How We Work fronted by the Chief Executive.

## 2. How We Work

***is a driver for change***... Requiring the council to redesign how we work in some key areas of the business; so the council continues to provide the best services possible for the people of Leeds while at the same time saving money.

***is a deliverer of change***... playing a key role in how we deliver our services in the future, with three major corporate programmes underway to deliver the required 21<sup>st</sup> century infrastructure, covering:

Customer access ... improving how we work with people in Leeds who access and use our services,

Better business management... improving how we work in our support services, by simplifying, standardising and sharing them, and

Changing the workplace... improving how we work with technology and in our buildings, so work becomes something we do, not somewhere we go.

3. Given the current financial position and likely future pressures on the Council this agenda needs to deliver short, medium and long term savings. It also needs to maintain the quality of essential services at a level that supports the business. This will mean stopping doing activities that don't add value, working differently so we get more with less, and making greater use of self-service options for both customers and staff.
4. The phase 1 of the work across the programmes will deliver £1.5M in 14/15 and £2.5M in 15/16, with further savings to be delivered in future stages and phases of these programmes. The initial investment made in key technology and systems will now be fully exploited to maximise future savings. There are risks which need to be managed so that we can continue to change ways of working whilst at the same time reducing costs through ELI, asset reduction and other initiatives. We are therefore work closely with our HR, Property and Finance colleagues across all these agendas.

### **Recommendations**

That Scrutiny Board:-

- note the activity ongoing and budget savings to be achieved
- consider future focus of reports to the board

# 1 Purpose of this report

1.1 To provide an overview of the activity being progressed as part of How We work

# 2 Background information

2.1 Business cases for Changing the Workplace and Customer Access phase 1 were approved at Executive Board in 2012. Better Business Management mandate was agreed in 2013 following a data review exercise that identified significant savings could be achieved by delivering services differently. Phase 1 was agreed initially across 4 areas of activity with two further areas added in 2014.

2.2 Since 2012 there has been significant activity to deliver phase 1 of Changing the Workplace and Customer Access, with Better Business Management now moving from design stage into implementation during 2015.

# 3 Main issues

## 3.1 Customer Access

The new customer and staff portals have just been implemented in Environmental Services and Highways: this is the start of a wider roll out of customer self-service. This also provides critical customer and manager information to better inform service improvement. It has taken out much of the manual work previously undertaken and will deliver a much better service to the customer. Leeds city council staff are now being trained so they can take on a bigger role in the future roll out. This has the added advantage of local knowledge and cheaper implementation.

The technology that has been procured for phase 1 can now be used across the council. A phase 2 business case has recently been supported at Exec. Board so we can now take advantage of further opportunities to reduce costs and improve service accessibility and reliability for our customers.

## 3.2 Better Business management

SIMPLIFY		STANDARDISE		SHARE	
Sustainable	professionalise	Customer focus	Self-service	Prioritise	Best use of Technology

**Phase 1** – Creating our *new* shared support services [x 6]

**Phase 2** – Improving our *existing* shared support services [x 6]

Phase 1					
Admin	Mail & Print	Intel	Prog & Proj Man	Commissioning	IM&T
Phase 2					
HR	Finance	ICT	Comms & Marketing	Category Management & Procurement	Legal/ Dem services

In broad terms all phase 1 projects continue to undergo detailed design work to shape the new services with stage 1 implementation planned from April 2015. See the business improvement journey below.



**Phase 3** – Looking at a more integrated support service model - where this delivers value for money. Initial planning and consultation work is progressing on this with a proposal being drafted for further consideration at leadership team, Best Council Design Team and CLT in the New Year.

### 3.3 Changing the Workplace

The business case was predicated on reducing our buildings in the city centre from 17 to 4. We are close to completion of the stage 1 phase 1 of CTW. This is taking 1400 staff through new ways of working and relocating them out of Merrion House into other council accommodation by April 2015. Merrion House will then be fully refurbished to deliver workspace for the future by 2017. Stage 2 will start from April 2015 to take a further 2000 staff through new ways of working and ensure our retained buildings in the city centre are fit for purpose, namely; Civic Hall, St Georges House and Enterprise House. We can then release the remaining properties.

A refresh of the 2012 business case is due to come back to Exec Board early in the New Year to provide an up to date position and review of costs/ savings to be achieved. We are also aiming to start work on a business case for phase 2 across the localities, linking in with the asset review work.

## 4 **Corporate Considerations**

### 4.1 **Consultation and Engagement**

4.1.1 There is significant consultation and engagement taking place across the 3 programmes of work at all levels and with a wide group of stakeholders. Local and central union groups are consulted, Lead Members briefed, there is wider engagement with services through Best Council Design Team and Lead Change Champions. We have recently been part of the Autumn Manager Challenge events and have launched an Insite page dedicated to How We Work so staff can keep up to date on what is happening.

### 4.2 **Equality and Diversity / Cohesion and Integration**

4.2.1 We have undertaken equality impact assessments and all our approaches take account of equality and diversity / cohesion and integration

### 4.3 **Council policies and City Priorities**

4.3.1 This is part of the current Enterprising and Efficient agenda and underpins delivery of the wider council/ city outcomes.

#### **4.4 Resources and value for money**

4.4.1 The resources required to deliver phase 1 are in place but as the council reduces in size this becomes more of a challenge. All programmes of work will deliver significant savings over time and wider benefits as identified in the business cases. We need to up the pace and deliver savings earlier where possible but this requires the appropriate resource to be in place to deliver.

#### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 These are managed as part of the governance arrangements in place across the programmes

#### **4.6 Risk Management**

4.6.1 Each programme has a live risk register that is managed through the agreed governance arrangements

### **5 Conclusions**

5.1 The three linked programmes of work are delivering improvements in the way we work so we can reduce our costs, rather than quality of service to the customer. We do need to stop doing some activities where these do not add value as part of this. If we continue with How We Work agenda the organisation will become more resilient and better able to deliver quality services with less people.

### **6 Recommendations**

6.1 note the activity ongoing and budget savings to be achieved

6.2 consider future focus of reports to the board

### **7 Background documents<sup>1</sup>**

7.1 None used

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.