



**Change  
*Programme 2012***





## Contents

## Page

- ◆ **Managing the Change Programme** 6
- ◆ **What is happening and when** 7
- ◆ **Lean reviews** 8-9  
These are a key part of our Change Programme and have been happening right across the Council, helping us to improve services for our customers.
- ◆ **Customer Services** 10-11  
We're making it much easier for residents to contact the Council, with new systems that save time and money.
- ◆ **People & Communities (including Children's Services and Health & wellbeing)** 12-15  
In the area of Children's Services we're managing the impact of the Academies Act, and bringing education and social care closer together to improve.
- ◆ **Health & Wellbeing** 16-17  
We're managing the impact of the Government's proposed NHS reforms by working with our partners.
- ◆ **Workplaces** 18-21  
By reducing the number of Council offices we will save money, improve services and continue to support economies in our towns
- ◆ **New approaches to working with the community** 22-23  
We're changing to become an organisation that buys more services that will be delivered by others. We need to ensure these services are value for money and in the best interests of our communities.
- ◆ **How we work** 24-27  
By improving processes, sharing services and modernising work practices, we're becoming much more efficient.
- ◆ **The way we buy goods and services** 28-29  
Central buying and new approaches to commissioning will ensure we get best value for money on goods and services.
- ◆ **Developing our staff** 30-31  
We are meeting the challenges the Council faces through developing a workforce which is competent, motivated and well skilled.
- ◆ **Communications** 32
- ◆ **Feedback form** 33-34



# Foreword by

**Councillor Paul Crossley  
Leader of Council**

All local authorities are facing a period of unprecedented change. The Government continues to take steps to recover the economic situation whilst reforming public services to make them more responsive to the needs of people from all walks of life and of all ages.

Locally, we must adapt to significant changes in Government legislation whilst facing an increasingly ageing population and higher unemployment.

To tackle these challenges, significant efforts are being made by the Council through our Change Programme to make financial efficiencies, work more closely with our partners, and improve the quality of our services through investing in our staff and technology.

This document demonstrates the energy and purpose with which our organisation is achieving its goals. For example, the on-going development of our three One Stop Shops and improving the way in which our customer services operate.

We are now building upon these strong foundations to deliver improvements through a range of innovative projects. Perhaps the most significant of these is the regeneration of Keynsham town centre, including new offices for staff, where the demolition and construction phase of this major project is due to begin Autumn 2012.

A consistent theme running throughout this document is the reliance on our most precious resource – our staff. We are a people-based business where the knowledge and skills of staff shape the effectiveness and quality of our services.

The Council is an open, listening organisation which accepts that it can always do better. We want your views on how you think that we can provide better and more efficient services for local people. A feedback form is available at the back of this document.

Councillor Paul Crossley  
**Leader, Bath & North East Somerset Council**

# Programme: discover the secret of our success



The Change Programme is now in its third year. We have delivered a range of service improvements for local people and made significant financial efficiencies. It has already directly delivered £3.5 m of savings each year and by the end of 2015/16 it will have delivered almost £8m of recurring annual savings or a total saving of £32m. As a result of these efficiencies the Council will also make more indirect savings possibly doubling the total saving. This is making a real difference and helping to protect priority services.

**B**etween 2010/11 and 2015/16 we are investing £5.5m and making real improvements to the way we work and the services we provide. We're creating a stronger, more efficient council that is

making a real difference to the way we do business and is ready for the future.

The Change Programme also offers an improved customer experience as well as ensuring that we are better able to meet

the challenges ahead. This is particularly relevant in health and education where the Council is taking on new roles such as public health and changing its role in response to the creation of academies.



## Our customers and staff are seeing real benefits and there are many success stories. Some examples are:

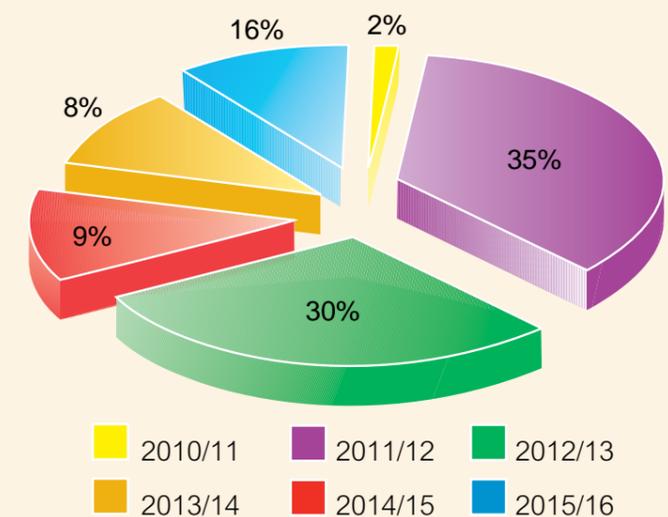
- By changing the way it works, the Highways Team is able to make their money go further, improve more of our highways and consequently satisfaction is on the rise.
- Our Procurement Team is helping us become more efficient in the way we buy in goods and services – already achieving over £1.4m of savings, without compromising on service delivery in any way.
- Radical improvements to the way the Council manages its physical records saves money, space and paper.
- In the first year of the Change Programme – lean reviews in Council Tax and Housing Benefit cut paperwork, saved us money and slashed the time that residents had to wait to get their benefits from an average of 30 to 3 days.

## Staff are also directly benefitting, for example:

- Staff have already moved into new offices in Lewis House as part of our Workplaces project; Improving working conditions and closing down costly buildings we did not need.
- Our Leaders of Change work is developing the skills, confidence and ability of middle managers.
- Our apprentices have benefited from our coaching and encouragement to build for their own futures.
- Over the next two years we will be introducing new ways of working, improving the computer infrastructure and delivering new offices in Keynsham that will improve the working conditions, continue to further reduce costs whilst cutting our carbon footprint.
- The Keynsham development also acts as a catalyst for town centre improvements and further regeneration across the town as a whole.

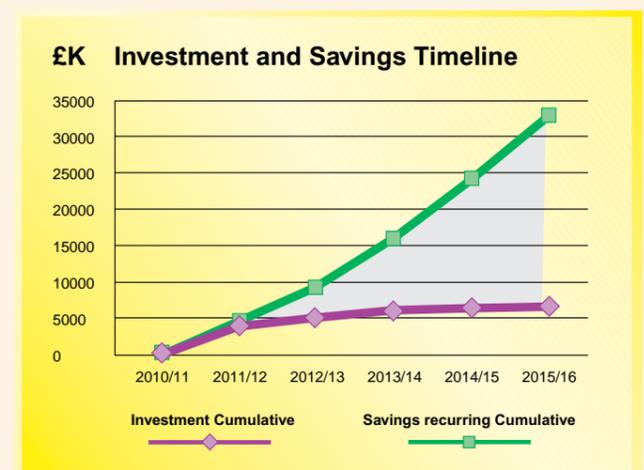
## Recurring revenue savings to date

Savings of £3m have been made in 2011/12 with a further £2.7m planned for 2012/13.



## Revenue investment to date

Investment of £2.7m up to 2011/12 has created substantial savings. A further £0.9m of investment is planned for 2012/13 and £0.8m in future years.



# Managing the Change Programme

Although the Change Programme is very wide reaching and affects all of us, its management arrangements are both direct and based on very simple principles. The approach is whenever possible to integrate the changes, which are service led, into our normal daily working life and the needs of our customers.

All the Council's Strategic Directors have a very active role leading departmental projects as well as delivering cross cutting projects within their respective service areas. The individual responsibilities of each Director are set out below.

## Resources - Andrew Pate

Enabling the whole Change Programme and Transforming Support services

### Departmental Programme of work

- Support Services future delivery

### Cross cutting programmes of work

- Customer Services
- Community-led Commissioning
- IT Strategy
- Lean Reviews
- Procurement (The way we buy goods and services)
- RIO (Generating more income)
- Workplaces

### Supporting Activities

- Change Communications
- Organisational Development
- Finance
- Legal

## Service Delivery - Glen Chipp

### Cross cutting programmes of work

- Lean Reviews
- Procurement (The way we buy goods and services)
- RIO (Generating more income)

## People Services - Children, led by Ashley Ayre

The task is to manage the impact of academies, changes to health and social care, commissioning of Adult services and the new duty for Public Health

### Departmental programme of work

- Academies
- New Local Education Authority (LEA)
- 11-19 Preventative Services
- Children's Social Care

### Cross cutting programmes of work

- Lean Reviews
- Procurement (The way we buy goods and services)
- RIO (Generating more income)

## People Services - Health and Wellbeing - led by Ashley Ayre/ Ed McMillan

The task is to manage the changes to the health and social care system and secure the continuation of benefits of health and social care integration

### Departmental programme of work

- Transforming Commissioning Services (GP's)
- Transforming Community Health and Social Care Services
- New Public Health duties

### Cross cutting programmes of work

- Procurement (The way we buy goods and services)
- RIO (Generating more income)

# What is happening and when



## In 2012 we will:

- Open the One Stop Shop in Bath.
- Relocate telephone, CCTV, urban traffic control and emergency management services in a 'Comms Hub'.
- Redesign Support Services.
- Start transfer of Public Health responsibility to Council.
- Introduce Council volunteering scheme for staff.
- Start on-site work at Keynsham Regeneration project.
- Deliver a further £3.2m additional annual savings through the Change Programme.

## In 2013

- NHS B&NES and strategic health authority cease to exist - continue working with GP Consortia to commission health services - one CCG for B&NES.
- Continue to work with schools and academies through the development of local education provision.
- Replace Improve One Stop Shop in Keynsham linked to library & new community facility.
- Secure retail tenants for Keynsham's regeneration development.
- More investment in mobile computing, more flexible desktop (VDI) and rationalisation/ improvement of core I.T. systems.
- 'Big Society' principles supported through development of Council's engagement role.
- Deliver another £1.7m in annual savings through the Change Programme.

## In 2014

- Complete Keynsham regeneration project revitalising the High Street & retail in town.
- Easy to access and enhanced join up of services across public sector provided around the customer e.g. for families with complex needs.
- Progressing 'Localism' facilitating communities to be more self supporting and access local services.
- Opportunities for jobs and housing growth delivered in partnerships with others (inc WofE L.E.P).
- All staff moves into new offices complete.
- Council relatively well positioned to meet financial challenges arising from public sector spending cuts.
- Deliver a total of £8m annual savings through the Change Programme. Cumulative savings of £32m by 2015/16.



# Lean *reviews*

**L**ean reviews take a fresh look at our services from a customer's point of view. They are good at discovering ways of making things easier and quicker for customers and staff, often by concentrating on what really matters and cutting out unnecessary steps.

They help to improve customer experience while cutting out wasteful activity and duplication. Sometimes the savings can be large without cutting services.

We continue to build on the success of our early reviews, and the following are good examples of how they are benefiting our customers and the Council.

- Pensioner bus passes continue to be processed at the One Stop Shops - on the spot as opposed to taking an average of 10 days.
- Housing & Council Tax Benefit claims, processed through the One Stop Shop now take an average of three days.
- A change in circumstances for Council Tax customers is now done instantly over the phone, with no need to fill in a form. Previously this could take up to 12 weeks.
- Better working procedures with colleges and letting agents has vastly improved accuracy of Council Tax data. This means errors and duplication have been reduced, benefiting our customers and making savings in printing and postal costs.
- Our Council Tax collection is now at 99% within the year, and this is in no short part due to improvements in our systems.
- By working together at our One Stop Shop with HMRC, Housing and other teams, we are typically reducing the number of customer contacts from 7 to 1 visit.
- Improved children's services now enable social workers to spend more time with children, young people and families and get to visit them more quickly.
- Calls to the Council contact centre chasing why a service hasn't happened continues to drop as we improve services. For example there are fewer missed waste or recycling bins. Customers have also been able to do more online and therefore staff are freed up to support in detail those customers who need help or advice over the phone.

## *Improving customer experience*

- Pensioner bus passes continue to be processed at the One Stop Shops - on the spot as opposed to taking an average of 10 days.
- Housing & Council Tax Benefit claims, processed through the One Stop Shop now take an average of three days.
- A change in circumstances for Council Tax customers is now done instantly over the phone, with no need to fill in a form. Previously this could take up to 12 weeks.
- Better working procedures with colleges and letting agents has vastly improved accuracy of Council Tax data. This means errors and duplication have been reduced, benefiting our customers and making savings in printing and postal costs.
- Our Council Tax collection is now at 99% within the year, and this is in no short part due to improvements in our systems.
- By working together at our One Stop Shop with HMRC, Housing and other teams, we are typically reducing the number of customer contacts from 7 to 1 visit.
- Improved children's services now enable social workers to spend more time with children, young people and families and get to visit them more quickly.
- Calls to the Council contact centre chasing why a service hasn't happened continues to drop as we improve services. For example there are fewer missed waste or recycling bins. Customers have also been able to do more online and therefore staff are freed up to support in detail those customers who need help or advice over the phone.

## Lean *review* - case study:

**By changing the way it works, the Highways Team is delivering better services to the public, more quickly and at lower cost.**

**M**ajor improvements to services, specifically when dealing with pothole repairs, are the result of a Lean Review which identified new ways of working.

The changes, now being fully implemented, are already being noticed by local residents and have attracted national attention. In a National Highways and Transportation (NHT) survey, which involved 70 councils, Bath & North East Somerset Council saw the most improved levels of customer satisfaction for Highway-related services.

### **What's changed:**

The harsh winter of 2009 saw pothole numbers increasing, and repairs went up from 4500 to 6000 per annum. In some cases they were being repaired more than once and sometimes road gangs were filling in potholes between other holes, much to the dismay of the public.

### **The review has resulted in many changes including:**

Processes have been simplified and senior team members have wider duties and more autonomy to make decisions.

Work is planned from a customer perspective, with gangs repairing any other nearby holes likely to need repair in the coming six months. This avoids the need for return visits.

Highway Inspectors no longer need to raise works orders for minor defects. Road gangs work directly to the Inspector who can specify what minor works will be completed and when. This allows the Inspector to agree repair dates direct with our residents.

Innovative working and reduced paperwork has freed up capacity to deliver an extra £5m programme of work since the review started whilst

managing existing workloads.

At the same time as making changes to service delivery, the team has also made great efforts to improve its customer service. A year ago, 35% of customers who requested feedback on their report were informed of the actions being taken/outcome. Now this is 99%, with no additional resources. As a result between April 2010 and April 2011 complaint letters fell from 51 to 4 a month and there has also been a noticeable increase in complimentary letters and e-mails to the team, including from parish councils.

*“The results of our work are very noticeable to customers and to staff,” said Service Manager Kelvin Packer. “There has been a real change in culture and ‘Lean thinking’ is now part of our everyday decision making. “We have developed the skill of learning, we check what the industry leaders do, we Plan new ways based on this learning, and it becomes new way of Do, - the spirit of lean reviews.”*



See also page 14 for an example of how a lean review is making a difference to the **Children's Safeguarding, Social Care and Family Service.**



# Customer Services

**W**e're making it easier for residents to deal with the Council and other organisations, bringing them together in our One Stop Shops. Here we'll be able to provide face-to-face contact for many of our services.

We're also taking a fresh look at how we handle customer queries and provide a range of other convenient ways to get in touch. We're becoming more consistent in our approach and cutting out bureaucracy to save time and money.

**These changes are already delivering a better service for our customers and will help us save £1 million by 2014.**

This isn't necessarily doing everything in the Customer Services department (although sometimes this will be the case); it's about a whole-Council approach to how we provide customer services.

## Three One Stop Shops

In Bath a new One Stop Shop opened in June 2012, next door to Lewis House. It provides all the customer-facing services previously delivered through several separate locations including:

- Council Connect at the Guildhall
- Shopmobility at Lower Borough Walls

It also involves a range of other Council services and external partners including the Police, Fire Service, HMRC, Somer Housing and Citizens Advice Bureau. This means that customers with a number of different, but related enquiries, should be able to see everyone they need in the same building. Working together in this way will also help us to provide public services at lower cost.

The Hollies One Stop Shop at Midsomer Norton was completed in January 2012. As well as the services we currently provide there, the Citizens Advice Bureau will move in to deliver a face-to-face service to customers. This, in turn, will open up greater opportunity for other partners to move in with us in future.

In Keynsham the Workplaces workstream is leading on a project for a new office complex including a One Stop Shop in Keynsham as part of the town's regeneration.



## Communications Hub

The lower ground floor at Lewis House will become the main telephone, emergency and out-of-hours communications centre for the Council. The Council Connect telephone team who are already there will be joined during 2012 by other teams including switchboard, CCTV team, Emergency Management / Business Continuity and Urban Traffic Control.

This will allow us to:

- Save money by making the best use of our resources, identifying technological efficiencies where possible.
- Be more efficient - dealing more effectively and proactively with day-to-day customer calls.
- Improve co-ordination across teams when dealing with incidents and emergencies.

## Customer Service redesign

We want to make it easier and more convenient for our customers to contact us in the way that suits them - whether through email, online, by phone or face-to-face.

We want to improve services, ensuring consistency and avoiding duplication. We will be working with teams across the Council to simplify, standardise and share systems where we can. This means customers have the same experience, no matter what part of the Council they get in touch with.



## In numbers

- **£1 million** – savings we will achieve by 2014.
- **1 office** - Customers in Bath no longer get confused about which office to go to for planning information or social services advice. These services are now all provided from a single office.
- **1 contact** - Customer enquiries are being handled 'there and then' when customers come into our Council Connect offices, whether they are applying for a bus pass, making a benefit claim or simply paying for something.
- **1 visit** - HMRC now work side-by-side with us so customers only have to go to one place to get advice about family tax credits, as well as claiming for things like Housing and Council Tax Benefit.
- **1 appointment** – Tell Us Once. When a resident has a bereavement in the family, we can now tell other organisations on their behalf at the time they register the death. This saves them having to provide the same information to a minimum of seven agencies, and helps support them at a difficult time.

# People and Communities

Through the Change Programme we are bringing education and social care services, housing, public health and skills and employment under one department called the People and Communities Department.

There have been many national changes in these areas which have a big impact on the way we provide our services, including the Academies Act, Munro Review of Child Protection, Health & Social Care Act and Localism Act.

We are changing the way we do things in many areas, with the aim of providing better services more effectively. We also want to keep building on our links with health and the joint teams we have developed between the Council and NHS.

These pages look at key changes for children and young people's services. Changes in the health and social care services can be found on pages 16-17.

## Our achievements to date as a result of the work with all schools

- Good engagement and working relationship with the schools.
- We have a better understanding of our potential future role and what schools intentions are.
- Agreement with schools about how to proceed together to continue to provide the best education for all our children.
- We are developing networks of collaboration between communities of schools.
- Our approach has been described as 'positive and mature'.

## Highlights.....

- High standards - the local authority is among the highest performing LA's nationally.
- Customer Service Excellence award (Children's Services and Housing Services).
- Ofsted judgement of 'outstanding' for Fostering Service.
- Ofsted judgement of 'good' with outstanding features for Adoption Service.
- Vast majority of children and young people in care are looked after within foster care placements.
- Very small numbers of young people in the youth justice system
- Lower than average Council spend on all service areas and very good value for money.
- Majority of children and young people attain good outcomes across all areas of learning at all Key Stages.



## Schools & Academies

Following the Academies Act, 7 out of our 13 secondary schools have become academies over the past year, plus 1 of our 62 primaries and 1 of our 3 special schools.

Academies are independent from the Council. Staff and school assets have been transferred. Academies are funded directly by the National Government.

*Academies are independent from the Council. Staff and school assets have been transferred and the schools now have greater autonomy.*

This change has a big effect on our role and responsibilities as a Council. As part of our community-based commissioning approach (see pages 22-23) we are looking at what schools want from us and what services we need to provide. Our role is shifting from being an education provider to being a facilitator.

While the Council retains area-wide responsibility for some services such as home to school transport and statements for

children with Special Educational Needs, Academies can decide in most cases who they want to provide many of their services. This may not always be the Council. This has an impact on services we currently provide such as catering, school improvement and behavioural support.

We are working with schools and academies, looking at the options around what we provide and what

we might commission. We have a statutory responsibility to deliver some things but that doesn't mean we necessarily have to provide those services directly – it might be that another provider can deliver these and so we will commission them to do so. We are however driven by what our schools want.

Only one of our primary schools is an academy, and we are working with all 62 to look at how they can work together more closely to benefit children and families.

## In numbers

- 85% of schools judged good or outstanding by Ofsted.
- 22,000 young people aged 5 to 16 in Bath & North East Somerset.
- 13 Secondary Schools (7 are now academies).
- 62 Primary Schools (1 academy).
- 3 Special Schools (1 academy).
- 95% of B&NES 16 and 17 year olds stay in education and training.
- Only 5.0% are not in education, employment or training (National average 7.6%).
- £60m invested in schools' capital projects since 2005.



## Children's Safeguarding, Social Care and Family Service

The service is going through major changes in the way it delivers support to children and families. This is as a result of completing a Lean Review of its services and recommendations resulting from the national review of child protection undertaken by Professor Eileen Munro.

Ofsted's inspection of our Safeguarding and Looked After Children's Services have highlighted some areas for improvement and the demand for services is continually rising, so it is

important to look at ways of doing things more effectively.

A review of the service has brought in new ways of working, and we are supporting early help which can make a huge difference and may even mean that we can prevent some children needing to come into care.

National figures show social workers spend 80% of their time in the office and 20% out meeting children and families. We are looking at how we can expand time with families.

*“Prof Eileen Munro carried out a review for the government on child protection and worked with a handful of Councils including ours. Teams from our Council have been invited to speak at the London School of Economics about this project and other councils have visited us to see what changes are being made.”*

## In numbers

- Services are provided to 600 children in need.
- We provide accommodation, care and support to 150 – 160 children and young people in care and to a further 40-50 young people who have moved on from our care.
- We recruit, train and support 66 registered local foster carers providing 125 placements for children in care; and recruit, train and support adopters.
- We have 11 children's centres across Bath and North East Somerset which have provided 8200 sessions for children.
- We provide safeguarding services to 81 children and young people with protection plans.
- £105,000 savings negotiated on the costs charged to us for children's placements and packages of care, working with the procurement team. This has not reduced services only what we are charged.

## Preventative services for 11 - 18 year olds

These teams are working with schools and colleges to explore ways of joining up services to prevent young people (11 – 18) from:

- Being excluded from school
- Offending
- Becoming teenage parents
- Becoming drug users
- Falling out of the education system
- Going into care
- Suffering from mental health problems
- Becoming homeless

Services provided by different teams within the Council are being brought closer together to support vulnerable 11 – 18-year-olds. We want to bring together the right people at the right time to identify problems early, bring in ways to help them quickly and, hopefully, help avoid bigger problems in the future.

This work involves schools and colleges (including academies), youth workers, the Youth Offending Team, Connexions, the School Improvement Team and voluntary organisations.

*We want to bring together the right people at the right time*

By working more closely together, using resources better and avoiding overlap, this approach will not cost more. In fact it is hoped that early intervention will mean the costs will be lower in the longer term.

We are 'piloting' a new early help model in three secondary schools and are strengthening support to help schools use the Common Assessment system to promote early identification and help.



# Health & Wellbeing

## P · a · r · t · n · e · r · s · h · i · p

The way health and social care services are run is changing as part of Government reforms (as outlined in the **White Paper, Liberating the NHS**) and embodied in the Health and Social Care Act (2012).

In Bath and North East Somerset the Council has been working closely with the Primary Care Trust (PCT) for a number of years through the Health and Wellbeing Partnership to commission and provide health and social care.

The new reforms take joint working a step further and the Council's new People & Communities Department is now working with partners to look at how services will be provided in the future.

### Health service commissioning

The reforms pass responsibility for commissioning many of our local health services from the PCT to a Clinical Commissioning Group (CCG). From 2013, the CCG, made up of GPs and other clinicians, will decide what health services will be bought for local residents and who is best placed to provide them.

This will include everything from hospital services (provided in general hospitals like the RUH, or

by independent sector providers); community services (which includes services like physiotherapy provided in our community hospitals at St Martin's and Paulton or community nursing and therapies provided in patients' own homes); mental health, ambulance services and much more.

The CCG is currently in "shadow" form and is working with the Council and PCT to look at how



### In numbers

- **1194 people** successfully supported to stop smoking in 2010/11.
- **59% women** breastfeeding at the 6-8 weeks check, significantly higher rate than the South West overall.
- **76 of 78 schools** achieved healthy schools status, 40 targeted schools are engaged with Healthy Schools Plus, 13 have achieved recognition to date.
- **7,200 15-24 year olds** screened for Chlamydia.
- **21 early years** settings achieved healthy eating award.
- **310 people** completed Passport to Health (Get Active) programme.
- **8 workplaces** (13 teams) participating in healthy workplace initiative.
- **7,421 people** completed slimming on referral weight management.
- **210 households** fitted with free home safety equipment protecting 285 children from injury

we can continue working together to commission community health, social care and housing services.

Also by April 2013, every Council must have a Health and Wellbeing Board. This will include Council representatives, GP commissioners, patient representatives etc and will be responsible for looking at health and wellbeing needs across the local community. This board will agree a high level strategy under which the organisations will collaborate to improve local health and wellbeing.

Our existing local partnership arrangements mean that we are already a 'pathfinder' authority for the development of a new Health and Wellbeing Board, which is already operating in shadow form.

This joined-up approach to commissioning health care will mean that shared information and intelligence can be used much more effectively to deliver services that support the health and wellbeing of residents.

### Public Health

From April 2013, Public Health will also become a statutory duty of the Council and will transfer from the Primary Care Trust.

This will include promotion work around things like healthy living, alcohol and drugs misuse, obesity, exercise and sexual health, as well as health protection responsibility for infectious diseases and emergencies.

We expect the Public Health Commissioning Team from the PCT to transfer to the Council. The shift in responsibilities should also open up new opportunities for the Team to make valuable links with a wider range of services. This will include promoting positive lives, reducing health inequality and the impacts on the individual and the wider community.

### Sirona Care & Health

Sirona Care & Health became the provider of B&NES' community health and social care services on October 1 2011, in line with the Government's Transforming Community Services programme. Sirona Care and Health is a Community Interest Company established by the Council and PCT so any surplus is reinvested in local health and Social Care Services.

1700 Council and PCT staff transferred to Sirona and as Sirona are now providing a wide range of health and social care services including: health visitors, adult social care, community hospital services at St Martin's Hospital and Paulton Memorial Hospital, physiotherapy, speech and language therapy and much more.

**This new approach will benefit customers – already we are seeing:**

- More personalised care packages
- One stop shop decision-making for patients and carers
- People staying in their homes longer, entering residential and nursing care homes at a later stage because there is more community support
- Increased admissions directly to community hospitals avoiding the need to go into acute hospitals such as the RUH
- More joined-up, local response in adverse weather, sustaining people at home.

It is estimated that there will be a £8.9m saving to the public sector by year 5 of the contract with Sirona of which £2.9m will be due to the integrated approach to service delivery.



# Our Workplaces

Through this workstream we are looking at how we can improve and modernise the way we work.

We are closing some offices, improving existing offices, and encouraging our staff to work in new ways, including more flexible working and sharing of workplaces.

**T**he project is already having a big impact. As well as improving the work environment for our staff, it is leading to better services for our customers, saving the Council money, and reducing our carbon footprint.

The project will start to generate savings of £71k in 2015/16, increasing to £450k annually from 2016/17.

We are working with teams across the Council and other organisations that provide services to the public on a more joined-up approach.

We are working closely with Customer Services on the new One Stop Shops at Bath, Midsomer Norton and Keynsham. These projects are bringing together a range of public services for the benefit of our customers. The Keynsham project is a major catalyst for the investment and regeneration of the centre of the town (see later feature).

Another key development has been establishing a new off-site records store and archive system. This is freeing up space in our offices as well as making it much easier for our staff. See case study.

## In numbers

- **We will reduce** the number of Council offices from 10 to 4 by 2014, which will save 10-15% every year on office accommodation.
- **Cutting costs** by £450,000 per annum.
- **New technology** is being introduced to support the way that staff work.
- **We have closed** 2 leasehold buildings, Trimbridge House and Plymouth House, enabling new private sector occupation and employment in Bath.
- **Already**, through closing two offices, we have reduced our carbon footprint by 26% - by 2014 we aim to reduce it by 70%.
- **Over 1000 of 1600 staff** are already embracing flexible working, enabling office space to be used more efficiently and providing a better service to customers.

## case study:

**The Council has made huge changes to the way it manages its physical records.**



**T**his has created more space in our offices, reduced paper storage and is making it much quicker and easier for everyone to find the files they need. It also makes responding to Freedom of Information requests much easier.

easily retrievable and many were decaying in poor conditions.

We've put in a completely new system, destroying old records that were no longer needed.

We've created new space and an organised tracking system for the records we do need to keep,

have added over 200,000 files to our database, and we're still going.

We collect and deliver files from offices across the area - as well as our own core offices we also work with St Martin's, RUH, Wessex House and various other 'outposts'.

We provide a daily retrieval service - so if someone requests a document by email we commit to getting it to them within 24 hours.

Confidential and sensitive records are secured in a high-integrity environment at The Bunker. We also have capacity to bulk erase electronic media and destroy CD/DVD format. We also hold electronic records - old projects that can be stored on a drive and kept in one of our fire-proof safes in "The Bunker."

*if someone requests a document by email we commit to getting it to them within 24 hours.*

Shaun Lawes, Corporate Records Manager within Resources and Support Services, explains: "At the start of 2010 the Council had no identified storage for all its records other than The Bunker and basement rooms in Riverside and the Guildhall, and many disused buildings dotted around Bath. The records we did keep weren't indexed, logged or

working with Mouchel. We took over two industrial units at Haydon in April 2010, and here we have high density racked units capable of storing 30,000 boxes of records.

Since July 2010 we have moved records from The Guildhall basement, Trimbridge House, Keynsham Town Hall, The Hollies, Charlotte Street and the fourth floor of Plymouth House. Already we

# Project: Keynsham 2012

*These pictures show the new community space and a new library that are prominent parts of the regeneration*



Development is set to start on Keynsham civic offices which will be a cornerstone of the town's regeneration. The new offices are at the heart of the Council's workplaces strategy to provide new offices for staff.

## Key facts for Keynsham

- Council investment of £34m in local economy.
- High street to be remodelled
- New One Stop Shop and Library.
- Renewal of leisure facilities
- Helps us reduce our current office carbon footprint by 70%.
- Community space for hosting events and meetings.
- Civic offices will have the highest A rating for energy use.

## New Council buildings will have a clever design

- Natural ventilation.
- Large areas of glass to maximise natural lighting.
- High standards of insulation - self heating for most of the year.
- 30% of the building's total energy needs from solar energy on the roof.
- Timber frame - 25% less carbon emissions.
- The proposals will be considered by the Development Control Committee in Autumn 2012 following external design details for the scheme being finalised.



# New approaches to working with the community

**W**e are becoming a more strategic, commissioning organisation. This means our main focus will be on what our communities want and need, and we will work together to decide who is best placed to deliver the right services.

We are looking at what resources and capabilities the community already has and how the Council can help make things happen to benefit the community.

**Some of the services we now deliver will be delivered by other organisations on our behalf.**

As a council we will support service delivery where it is most effective for us to do so, particularly where there are vulnerable people or communities at risk.

Some of the services we now deliver will be delivered by other organisations on our behalf. Working with our communities and partners we are considering who is best placed to deliver services. Sometimes it might be the community itself, with support from the Council; sometimes it might be the Council and sometimes it might be another organisation.

We need to continue to ensure that services are value for money and in the best interests of the public.



## What is Community-led Commissioning?

**It is about changing the way that public services are provided locally.**

**Analyse:** It starts by understanding what people want and need locally through effective research and intelligence.

**Plan:** We can then be clear about what outcomes we need to bring about for local people. These have to be prioritised (we cannot provide for every public need).

**Secure services:** The next stage is to find the provider of those services to bring about these outcomes – in other words, procure services. Sometimes the Council will be the best organisation to deliver, sometimes it will be better done through others. Increasingly we need to see the communities themselves as the best people to help provide services: this involves effective community engagement.

**Review:** The final stage is to monitor how effective all the above is at achieving the right outcomes for people. Which of course links back in to the initial stage of research and intelligence, making strategic commissioning a cycle that ultimately ensures people get the outcomes they need.

**Listen and Engage:** Throughout all of the stages its crucial that we listen to our communities' needs and ideas and engage them actively in the outcomes.

The changing shape of local government – giving more control to communities and organisations like schools (eg as academies) – makes this work all the more important.

## Community@67 - case study:

**T**his initiative in Keynsham is a great example of community-led commissioning in action.

The project is using a former post office as a meeting place for local people and organisations, as well as an operating base for community

projects.

It is currently offering some taster courses in IT and digital photography for community groups, including the over 60s. Community @67 also hosts community groups like Connexions, Transition Keynsham and the Keynsham South Forum, who all provide services to local residents.

Future plans include hosting craft sessions, internet drop-in and training sessions, and training to help people get back to work.

The initiative is run by a management committee of volunteers in premises owned by Somer Community Housing Trust.

## Bath & West Community Energy - case study:

**T**he Council has supported the establishment of Bath & West Community Energy (BWCE), a new social enterprise run by energy experts and community activists.

The new community company is supplying free solar energy panels for local schools and community buildings, and is also running a public share offer to raise £400,000.

This will be reinvested into local renewable energy technology – at first solar panels – attracting revenues from

energy sales and Government incentives. The recipient of the solar panel receives the electricity generated by their panels for free.

A portion of any financial surpluses will be reinvested into a 'Community Fund' for further low carbon projects.

The Council intends to enter into a formal co-operation agreement with BWCE. There is the potential for BWCE to install solar electric panels on local schools and work with the Council to help achieve its renewable electricity targets.

**Link to [www.bwce.coop](http://www.bwce.coop)**

### In brief

- We're putting our communities' needs first by finding out what customers want, how they want it and the best organisation to deliver it.
- We're analysing what services are needed as a priority, to ensure we protect frontline services for vulnerable residents.
- We're developing our commissioning skills to ensure we get the right organisation to deliver the right services at the right cost. This could be the Council or another provider.
- To improve services, we'll work more closely with other agencies in the community – including the local health service, police and fire services, the voluntary sector and parish councils.
- We'll monitor the performance of service providers, ensuring they continue to offer value for money.

# How we work

We're taking a fresh look at how we work. By improving processes and systems, sharing services and modernising our work practices right across the Council, we are saving money, raising money and providing priority services for our customers.

We want to standardise, simplify and share ways of working for our staff - all with a view to reducing costs and maintaining high customer service standards.

We want to roll out changes like this across everything we do. The more successful we are, the fewer spending cuts we'll need to make across frontline services.

## Processes and Systems

Together we are working hard to change the way we do things so that we can provide better and more efficient services. This workstream is identifying new ways of doing things that make things simpler and quicker for our staff, saving us money and freeing up our time to spend on the important services our customers really want and need.

A great example can be found in People and Communities Department, where new ways of working are freeing up the time social workers have to spend working directly with children and families (see page 14). Policy and Partnerships has embraced a new more flexible way of working where everybody, including the Divisional Director, hot desk.

- Improved computer servers have resulted in less 'down time' and are saving the council 3-5% a year on IT maintenance.
- A new IT recovery system is saving storage space and back-up time. Not only is our work safer, this change is saving £50,000 a year.
- Reviews of how we handle Waste Services, concessionary bus travel, Housing Benefits and Council Tax have all been successful, cutting waiting times for customers and improving efficiency.



## Bringing in more income

The Council currently raises a lot of income, for example our large commercial estate and very successful heritage attractions are well established. However we think there are more opportunities.

A project called RIO (Revenue Income Optimisation) is looking at how some services can generate income, either by reducing costs or, where appropriate, introducing new services or raising service fees. RIO has identified over 300 ways in which we can increase income and teams across the Council are working on this. We aim to raise over £700,000 a year from this project, and that money will go back into priority frontline services.

### *The Council's Registration Service has brought in a number of new income streams this year.*

Opportunities range from selling advertising space on the website and renegotiating the advertising in bus shelters, as well as extending the services that we offer.

The Council's Registration Service has brought in a number of new income streams this year.

A Settlement Checking Service, which involves checking customers' submissions to the UK Border Agency to be evaluated for residency, has already brought in an estimated £11,000.

Fees for weddings and civil partnerships at Council buildings were also increased in March, bringing in an extra £6,000.

Three new wedding and civil ceremony venues have also been approved – The Rec; The Holbourne Museum and The American Museum, all in Bath. Because a Council Registrar is paid to officiate at each ceremony, this will provide ongoing income.

Current restrictions to the hours during which marriages and civil partnerships can be conducted will be abolished in 2012 and it is expected that there will be a large increase in demand for evening ceremonies, which will benefit our customers and bring in extra income for the Council.



## Support Services

**T**his project has already saved over £1 million and aims to save £4 million by 2014.

We have reviewed our services, including finance, legal, human resources, IT and payroll and have developed a new target operating model. This new model aims to provide cost-effective services that will meet the changing shape of the Council, based on the principles of simplify, standardise and share. We aim to be an intelligence-led organisation and it is important that service provision is flexible and scalable according to changing future demands.

This target operating model does not work in the Resources directorate only, it will require changes right across the Council.

We are working with services to centralise and rationalise delivery

of services, as demonstrated by the Procure to Pay project (see opposite).

We are also exploring other options to work more closely with partners, for example working with Bristol City Council to jointly procure goods and services. We have also put arrangements in place to provide some support services to Sirona Care and Health and are investigating how we can best support our schools as they become academies.

We will continue to make savings in the way we buy goods and services by renegotiating contracts - our new printing and photocopying contract is saving £57,000 a year.

We have a target of £1 million savings from IT across the Council and our emerging IT strategy will help to identify how this can be delivered (see overpage).

## Procure to Pay (P2P)

We are making smarter use of IT through the Procure to Pay project. This is looking at the way we pay our suppliers, and will help us make our processes quicker and more robust.

It is intended that we will put in place compulsory purchase orders, and will centralise the way we do things with more efficient administration and billing. The aim is to deal with fewer suppliers more regularly. These new ways of working are anticipated to save the Council £155,000 over the next three years.

A pilot now underway in the Children's Services team will help us to understand the different types of payments we need to make. The project is being implemented right across the Council.

# Better use of IT

**W**e will radically improve our use of Information Technology (IT) over the next five years. This will enhance services for our residents and customers whilst also reducing our IT costs by over 10%, resulting in a £1 million annual saving. Our plans build upon plenty of successes in recent years, like the creation of Sirona and our office moves.

Our IT systems will be more portable and flexible enabling staff to work from virtually any location, whether in the community, at our offices, or at home. This will help us reduce our carbon footprint as people are less likely to need to travel.

Staff will be able to innovate and better offer the services that local communities need, whilst also easily and securely sharing information with some of our public sector partners, like the local NHS.

How will we do this? The key elements are fewer but better integrated systems, better

mobile computing, and flexible desktops. There will be more investment in mobile computing and better desktop computers. There will be greater integration with health commissioning that will make working together with our health partners much easier. It may also include switching some systems off completely – we really are challenging the way we do things.

Staff will be able to send, receive, and share information in a way that we have never done before. The more effective use of our systems will also enable us to seek better value from suppliers. This will reduce costs for procurement, support, and maintenance of IT.

The end result will be an organisation more responsive to the needs of local communities with staff better equipped to tackle future challenges, like changes arising from the Localism Bill, the development of social enterprises, and the effects of the national economic position.

## What is mobile and flexible working technology?

There are lots of ways in which staff will be able to work more flexibly from whatever location they are at. For example, we anticipate that staff will be able to work using an office computer, their own computer at home, or in the field by having a virtual desktop. This means that the applications people use, their email, and any records or information can be available, securely anywhere, anytime. Tests are taking place with 100 staff across the Council. If the business case stacks up, it will be rolled out across the organisation.

Whatever devices and systems that staff need to work, high standard and specialist training will be provided to make the most efficient use of these.



## Timeline for better IT

### Now

- Pilot to test new desktop called VDI – a replacement to the existing PCs that enables people to work more easily anywhere in the Council. Enables simpler security arrangements.
- System review starts to reduce the number from the existing 600. Benefits include simplicity as well as saving money.
- Make full use of the web site and intranet as a knowledge platform to store key information.

### 2012/13

- Decide on best arrangements to meet new mobile computing needs – tablets, phones, bring your own device - build on the success of mobile computing for elected members.
- Start to implement the new desktop service ready for completion of the workplaces project in 2014.
- Investment in systems that require attention such as care first and customer relations. Put more transactions and enquiries through the web site.

### 2013/14

- ICT service comes back in house;
- Combination of savings and investment to support the changing business needs of the Council.

### 2014/15 – Strategy/ Implementation complete.



# The way we buy goods and services

Because we're moving towards becoming an organisation that will buy in more services, the way we buy goods and services - often referred to as procurement - is very important.

**W**e must reduce risk of overspend and ensure we deliver contracts that offer the Council and residents the best value for money.

We have made great strides in this area and have already renegotiated a number of large contracts. Re-negotiation of large contracts has identified over £2.3m worth of savings without compromising on service delivery in any way.

By 2014 the cumulative value of savings identified so far amounts to around £6m - this is expected to increase as new projects are identified.

## What changes have we made?

We have changed the way suppliers find out about and bid for work. The new regional online portal and e-tendering facility ([www.supplyingthesouthwest.org.uk](http://www.supplyingthesouthwest.org.uk)) will

save around 1,000 days of staff time and £95,000 a year. Smarter use of IT with 'Procure to Pay' will also save the Council £155,000 over the next 3 years

Contract opportunities are now being advertised through the portal to comply with EU legislation and to speed up and simplify the way we work.

## Working with partners

We are also sharing procurement knowledge and services with other councils to make further savings. Earlier this year, we entered into a partnership with Bristol City Council to share procurement resources and combine buying power to help achieve savings and efficiencies.

This came into effect in September 2011. Together we have worked to identify contracts that can be jointly let, either because they are coming to an end at the same time or because the level of

expenditure has reached a point at which contracts legally need to be put in place.

The first joint contract to be let is for catering supplies, for the provision of food and beverages to schools. Three suppliers have been awarded the contracts for fresh meat & poultry, fruit and vegetables, frozen food and groceries. This will save us £48,000 this year and similar savings for the life of the contract. Maintaining a consistent quality, food miles and sourcing local fresh produce were an important element of the criteria for selecting the successful companies.

We are now working on a joint contract for work wear and protective clothing. We spend over £150K a year on a wide range of corporate and protective clothing but until now there has been no corporate contract to ensure consistent quality, or to allow all services to benefit from collective buying power. We anticipated to saving 10 – 15% on this contract.

## In numbers

- **£239,000 saved** by introducing a new contract for home to school transport.
- **£48,400 saved** by moving to a different stationery product.
- **Challenging** the need for outside training events and bringing more in-house is saving us £177,500.
- **£33,000 saved** by cancelling unused BT phone lines.
- **A new contract** for printers, photocopiers and scanners, which are greener and more efficient, is saving us £57,000. (\*all savings in the financial year 2011/12).

## case study:

Our procurement team is small compared with other councils, but, despite this, it's achieving considerable success in helping us to become more efficient in the way we buy in goods and services.

The team – headed up by Eddy Hale – has been working closely with services across the Council to bring in changes which have already identified over £2.3m of savings.

“We see working collaboratively with partners as a vital change to the way in which savings will be achieved in future,” says Eddy. “Working with colleagues in neighbouring authorities and other partner organisations not only makes more efficient use of our resources but also gives us greater buying power and enables suppliers to price their products and services more keenly.”



# Developing our staff

Change can be challenging – which is why our organisation is investing time and effort into developing our most important resource: our staff

The development of our workforce is crucial to develop our organisation in response to external factors, like the national economic situation and new Government legislation.

Enhancing the skills and knowledge of our staff will benefit local people in the community

because it places the Council in a stronger position to redesign and work in new more effective ways with our community implement our new operating model successfully. It places us in an effective position to plan how our workforce is best used to deliver high quality public services for people.

A measure of our success is the achievement of Customer Service Excellence Award where nearly all of our customer focused services, that is 17 teams across the organisation have been assessed as reaching high standards of customer focus.

## Enhanced training, improved culture

To meet the challenges that the Council faces, we are working to make sure that our workforce is competent, motivated, and effective and able to keep pace and adapt to the changing needs of local communities. The development of our workforce is being tackled in a number of ways.

- Corporate Training Programme; this focuses on knowledge and skills and is planned each year according to training needs. For example, feedback from managers recognised the need for finance training – this training is now available as part of our Programme;

- Culture Development; this helps improve attitudes and behaviours, including leadership development. There is a greater emphasis on coaching with a growing community of managers developing these skills. We estimate at least 500 hours of coaching took place at



middle manager level last year. Our first coaching forum was held recently bringing together managers with an interest in developing their skills further with outside speakers. This work builds upon our previous successes, such as the Leaders of Change manager development programme and Future Focus workshops for teams that have undergone significant changes;

- Staff engagement; this keeps staff informed about how decisions about how

the organisation is changing affects them. Regular events are held for staff to give feedback about their experiences. We also celebrate success through the Employee Excellence Awards.

There is extensive information about our training programmes on the Council Intranet so that staff and managers are kept informed about what is available. The bottom line is that we want the right people to be in the right place doing the right things for our residents and customers.

### Our aims...

- To have a much more flexible and capable workforce that fits the needs of the future with employees that are fulfilling their potential.
- Ensure all staff are trained, informed and motivated, ready to meet the challenges ahead.
- Ensure all staff know what is expected of them and how their role contributes to what the Council is trying to achieve.
- Ensure managers are confident in their ability to manage their people effectively and lead teams that are better able to respond to needs of their customers.

## In numbers

- 1413 training places were taken up by staff last year across 106 courses.
- Through our skills for life programme, last year 70 employees improved their English, Maths and IT skills with many achieving nationally recognised qualifications for the first time.
- We have 20 Change Coaches, specially trained to support managers and teams through change.
- 24 individuals and 11 teams were recognised in the latest Employee Excellence Awards – the largest ceremony to date.
- A substantial programme including training, support and online resources has been put in place to support staff at risk of redundancy. Since Oct 2010, 115 training places have been taken up by employees at risk and 70 employees have accessed outplacement support.







This publication about the Change Programme can be made available in a range of community languages, large print, Braille, on tape, electronic and accessible formats from Communications & Marketing on 01225 477495.

**Bath & North East  
Somerset Council**

Prepared by Bath & North East Somerset Council's  
Communications & Marketing Team and published by Bath & North East Somerset Council's  
Print Services, Dartmouth Avenue, Oldfield Park, Bath BA2 1AS  
DP 5166 09/12 SC