

Building on Excellence – Progress Report

RECOMMENDATIONS

1. To note the progress being made across all areas of the Building on Excellence programme and the planned areas of improvement in 2006/07.

SUPPORTING INFORMATION

2. The Building for Excellence programme was introduced in October 2003 following the first Comprehensive Performance Assessment – CPA – of the Council in December 2002. The programme was developed to address the issues raised by the Audit Commission Inspectors during the CPA process.
3. The programme established five Strategy Areas for improvement although this was recently extended to six with the introduction of Communication and Engagement. The Strategy Areas are:
 - Customer Service
 - e-Derby
 - Procurement
 - Accommodation
 - People and Performance
 - Communication and Engagement.
4. A key area of success on the programme has been the introduction of a project management methodology not only on projects being completed as part of the Building on Excellence programme but on all significant projects across the Council. This methodology is based on the Prince2 project management methodology and regular training courses are now offered to people working on projects.
5. The project management techniques introduced have enabled more streamlined reporting and decision making arrangements based on Project Board and Project Team structures.

Creating Capacity

6. In April 2005, the Building on Excellence Board approved the creation of a dedicated in-house Change Management Team. Although the Council has made significant

progress in a number of areas, there is a need to create additional capacity to equip ourselves for the changes and challenges we now face.

7. On 31 October 2005, two Change Managers started with the Council. They will be a central resource working with Departments and individual Business Units supporting them in...
 - Business Process Re-engineering – BPR.
 - Project Management.
 - Change Management.
 - Human Resource Issues.

Business Process Re-engineering

8. Across the Council there is an urgent need for services to be reviewed and processes to be redesigned. There are a variety of reasons why this work is needed...
 - Services being moved to a centralised contact centre.
 - To deliver improved customer service across all areas of the Council.
 - Services where performance could be improved.
 - A need to demonstrate efficiency savings in line with Gershon.
 - To prepare services for new ways of working in the new offices.
9. BPR must become embedded in the organisation and it is therefore important that whatever methodology is developed will enable managers across the Council to understand and lead on successful BPR Reviews either within their own areas or potentially other parts of the Council.
10. To support the Council with this work, companies specialising in the area of BPR were invited to tender for a two year contract. The contract is to work with the Council to develop a suitable framework for BPR, to provide training to managers and employees involved in BPR reviews as well as ongoing mentoring support on an ad-hoc basis as determined by the Council.
11. In August 2005, following a rigorous tendering process, Deloitte MCS Ltd were appointed to work with the Council. Work on developing the BPR framework started in September 2005 and training will start in February 2006.

Communication

12. The quarterly Building on Excellence newsletter has now been replaced by the Council's monthly magazine – Council Life. Each edition of the magazine includes an update on the Building on Excellence programme.
13. A week of events and activities to showcase the work and progress being made on Building on Excellence was arranged in September 2005. The Building on Excellence Week events were targeted at 1st, 2nd and 3rd tier officers.

STRATEGY AREA UPDATES

14. Customer Service

14.1 Implementation of the Customer Service Strategy continues to make good progress. In the last year, the following key activities have been completed...

- Introduction of Customer Service Standards across the Council.
- Implementation and collation of Customer Services Performance Indicators.
- Development of a new system for recording customer feedback.
- Introduction of the Institute of Customer Service Awards.
- Introduction of a Customer Service Training programme.
- Successful pilot of a Customer Service Information System.
- Creation of a Programme Team to oversee the implementation of the Council's Contact Centre – Derby Direct.

14.2 Over the next 12 months, the following activities are planned...

- Develop a detailed programme plan to move the handling of first contact for more Council services into Derby Direct .
- Undertake further Business Process Re-Engineering work to enable improved service access to customers.
- Integrate achievement of ICS awards into the Derby Direct HR strategy to embed commitment to excellent Customer Service.
- Develop a structured Customer Service training briefing pack for all line managers to embed Customer Service in the Council culture.

14.3 The key contact for Customer Service is Don McLure, Assistant Director Revenues and Benefits.

15. Procurement

15.1 In May 2005, the Council appointed a Head of Procurement. This is a new post created to provide much needed capacity to the Procurement function.

15.2 A key element of the Procurement Strategy is the implementation of an e-Procurement System for the Council. The Council is working collaboratively with Derbyshire County Council and the districts to implement the IDeA Marketplace System. This will be rolled-out on a department-by-department basis over the next few months.

15.3 Over the next 12 months, the following activities are planned...

- Implement e-procurement across the whole authority.
- Develop comprehensive training programmes for officers undertaking all types and sizes of procurement.
- Review the Council's procurement procedures to encourage small business to work with the Council.

15.4 The key contact for Procurement is Dawn Moran, Head of Procurement.

16 e-Derby

16.1 Over the last two years Derby has worked exceedingly hard under the auspices of the e-Derby Programme to help transform the services we deliver, through the help of new technology. We have been able to meet the Government's target for the e-Delivery of 100% of council services and have delivered all the Priority Service Outcomes, agreed to, by December 2005.

16.2 For e-Derby we have...

- Developed a totally new website, in partnership with three other councils, which is based on user feedback, best practice and uses the latest technology.
- Delivered a completely new approach for Derby in managing customer contacts, through our Customer Service Information System.
- Implemented a Strategic IT Framework on which other service improvements can be built.
- Extended the numbers of transactional services available through the internet.
- Made it possible to enquire on-line about your Council Tax while extending the range of Internet payments available on-line.
- Increased the variety of e-Forms available on-line.
- Made 100% of services on-line.
- Made e-Planning available on-line.
- Introduced Web-casting to allow all derby's citizens to be actively involved in the democratic process.

16.3 Over the next 12 months we plan to...

- Improve the quality and accessibility of the website to make it easier for people with disabilities to use our on-line services.
- Increase awareness of how easy and beneficial it is to use the Council's on-line services.
- Increase the range of service elements available on-line.
- Make sure that all Council services are interoperable, which means more and better access for customers.
- Helping service build on the improvements made through the on-line delivery to support continued efficiency savings.
- Monitor the Government's emerging policies and aspirations for e-Business/service developments in local government to help Derby become a leader in the field.

16.4 The key contact for e-Derby is Chris Dawson, Head of E-Business.

17 Accommodation

17.1 A Project Board and Project Team have been established and the main elements of the project agreed. Work on developing a Business Case continues and this will be completed in Spring 2006.

17.2 Project Teams looking at Homeworking, Hotdesking and Document Management have been established.

17.3 The key contact for Accommodation is Mike Melliush, PFI Programme Manager.

18 People and Performance

18.1 Considerable progress has been made across all the elements of this Strategy Area including...

Improving the health and attendance of the workforce

- The target absence rate – 9.5% was achieved, with the final out-turn being 9.49%
- A major programme of training and re-training for managers was carried out.
- The beacon initiative, focusing on specific short-term sickness issues in the Home Care Service began.

Work-life balance

- The improved Busy Bees scheme was launched.
- We were selected as a good practice case study for the Audit Commission Improvement Network website.
- A home-working policy was agreed.

Leadership and management development

- The 360-degree feedback programme was launched.
- The Leading Manager Programme was re-designed to improve links to the workplace and to rationalise the modules.
- We featured as a good practice example at two LGA seminars.

Managing individual performance

- A training session was conducted for members hearing appeals.

Performance eye

- Favourable post implementation review report by Price Waterhouse Coopers.
- Upgrade completed to resolve availability problems.

18.2 A review of the People and Performance Strategy Area is currently underway and when completed a set of deliverables for the next 12 months will be developed.

18.3 The key contact for People and Performance is Mark Edwards, Corporate Training and Development Adviser.

19 Communication and Engagement

19.1 An area of concern identified both by the CPA inspectors, Best Value inspectors and previously by the IDeA is Communication both internally and with our customers.

19.2 In September 2005, the Board agreed that a sixth Strategy Area covering Communication and Engagement should be introduced into the programme.

- 19.3 In the 2005/2006 Best Value Performance Plan, the Council has agreed that a review of corporate Communications and Community Engagement should be completed by the Head of Communications and Consultation who was appointed in May 2005. The review will cover internal communication, a media strategy and community engagement through communication and consultation. It is anticipated that the main outcome of the review will be the development of a new Communication Strategy for the Council and revision of the existing Consultation Strategy.
- 19.4 The review process will result in the development of a new Communication Strategy and revision of the Consultation Strategy will follow immediately on from the review.
- 19.5 The key contact for Communication and Engagement is Andrew Auld, Head of Communication and Consultation.

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Background papers:	More information is available on the Building on Excellence pages on Derbynet.
List of appendices:	Appendix 1 – Implications

IMPLICATIONS

Financial

1. Projects operating under the Building on Excellence programme banner are funded from within existing Building on Excellence budgets.

Legal

2. None directly arising from the report.

Personnel

3. None directly arising from the report.

Equalities impact

4. All Council projects are required to complete an Equalities Impact Assessment as part of the start-up phase of the project.

Corporate objectives and priorities for change

5. The Building on Excellence programme contributes to the Council's priorities of:
 - improving customer service, in the city centre and locally
 - minimising increases in Council Tax and increasing value for money from our services.