BUSINESS TRANSFORMATION UNIT WORK PRIORITIES, STAFFING AND BUDGET

1. **Reason for Report**
   To seek Resources Committee agreement for the work priorities and the consequent staffing of the Business Transformation Unit.

2. **Report Summary**
   The report outlines the work priorities for the Business Transformation Unit, recommends the staffing complement needed to deliver the work programme, noting that the Unit's revenue budget can be met from existing resources.

3. **Recommendations**
   Members are asked to:
   
   3.1 agree the work priorities of the Business Transformation Unit as:
   - Delivering Excellence (Shared Services),
   - Performance management
   - Best Value
   - Customer First
   - Direct support to Departments
   - Strategic Management Framework;

   3.2 agree the staffing complement needed to deliver these priorities as eleven permanent staff, four seconded staff and four temporary staff; and

   3.3 note that the estimated budget for the Business Transformation Unit for 2009/2010 as £598k is met from within existing resources (Appendix);

   3.4 note that the Service Director Community and Customer Services is reviewing the management and funding arrangements for the Youth Issues Unit and intends to report his recommendations to the Ad Hoc Sub-Committee (Implementation of Revised Management Arrangements) in February 2009.

4. **Plan Links and Contribution**
   4.1 The overall function of the Business Transformation Unit is to lead the Council's drive for continuous improvement and transformational change. It goes towards meeting the Council Values of:
   - **Customer First** - to put our customers at the forefront of everything we do so our services meet customers needs and give value for money
   - **Continuous improvement** - to make our services better and get the right balance of quality, the cost of the service to the Council and the cost to the people who use the service
5. **Resources/Value for Money Assessment**
   The proposals can be met from within existing financial resources. As a corporate resource the Unit will work with services across the Council to help achieve their continuous improvement and transformational change.

6. **Risk Assessment**
   Inadequate resources within the Unit could lead to the risks of:
   - The continued failure by the Council to demonstrate a culture of performance management and continuous improvement in performance of its functions and delivery of its services
   - Failing to get the full economy and efficiency benefits from the Delivering Excellence (Shared Services) programme
   - Limited resource attempting to do too much
   - Delays in progressing the work programme of the Scrutiny Committee and other Committees

7. **Authorities and Legal Implications**
   The Council has a statutory duty to secure Best Value, defined as "continuous improvement in the performance of its functions". The Business Transformation Unit's role is to act on behalf of the Corporate Management Team in ensuring the Council meets this duty.

8. **Consultations**
   The Corporate Management Team considered and agreed these proposals at their meeting of 7 January 2009. Unison was consulted and "confirm that UNISON on behalf of our members note your proposals in the consultation document sent to us on the 19th of December and we have no issues with how you propose to move forward with implementing your structure." The Resourcing Manager, Human Resources was consulted and agrees with the terms of this report.

9. **Background**
   9.1 The management arrangements, functions and work streams for the Business Transformation Unit, including Youth Issues, were agreed at the following meetings:
      - Dumfries and Galloway Council, 20 March 2008;
      - Resources Committee, 19 June 2008; and
      - Resources Committee, 9 October 2008, which agreed the management arrangements for the Unit.

   9.2 The Unit comprises 19 staff from the former Policy and Performance Unit and the Delivering Excellence (Shared Services) Team. It is led by the Business Transformation Manager and is part of Support Services within Community and Support Services.

10. **Work priorities**
    10.1 The overall function of the Business Transformation Unit is to lead the Council's drive for continuous improvement and transformational change.
10.2 The resulting work priorities for the Unit are:
- Delivering Excellence (Shared Services), the Design Stage of which will take until August 2009, followed by a work programme determined by the outputs from the Design Stage
- Performance management – the pressing need to develop a performance management culture within the Council along with continued support of the Performance Management Framework and Covalent
- Best Value – the outcomes from the Audit of Best Value and Community Planning and the Strategic Level Assessment, the pressing need for the Council to develop a culture of continuous improvement allied to a corporate Best Value strategy and work around the second Audit
- Customer First – developing strategies and piloting new ways of working at one end and the operational delivery of these proven changes at the other end:
  o providing support for the Customer Services Manager in the development and implementation of a corporate approach to Customer Services
  o the integration of more Council services onto the customer relationship management system
  o Extending the range of services offered by DG Direct
  o extending the use of the national entitlement card in both the number of people using it and the range of services users can access
- Youth Issues – to make a difference to the lives of young people by influencing and improving services for young people and ensuring young people’s voices are actively listened to on issues that directly affect them
- Direct support to Departments
- Strategic Management Framework – its implementation and revision to ensure it remains fit for purpose

10.3 The Unit will work closely with all services to ensure a consistent, cross-council approach to these priority areas.

10.4 Performance against objectives will be reported on a six monthly basis to this Committee. The Unit’s objectives are:
- Lead the Council’s drive for continuous improvement in the performance of its functions through integrating the council’s responses to Best Value, Shared Services and Business Transformation.
- Improve Customer Services
- Maximise investment in and use of common systems both locally and nationally
- Ensure the Council has an effective Strategic Management Framework and uses it effectively
- Absolute compliance with Statutory & Legislative Performance Information reporting
- Departments comply with their responsibilities under the Local Government in Scotland Act 2003
- Address the democratic deficit and encourage active citizenship for youth
- YIU input to local projects and issues
- BTU is effectively managed and is in full compliance with Council and statutory requirements
- Improve the health of Business Transformation Unit staff
- Business Transformation Unit staff work to their full potential
- BTU will reduce its use of, re-use and recycle all materials
- BTU will become more energy efficient in carrying out its activities

10.5 As with other support services, the Unit will take account of the development of the Commissioning / Delivery model.

11. **Staffing requirements**

11.1 The current staffing complement of the Unit is 19, made up of:
- Eight permanent staff
- Two staff, the Audit Submission Officers, on attachment
- Four staff on secondment for the Delivering Excellence (Shared Services) project Design Stage
- Five temporary staff – one Modernising Government Support Officer, in post for over five years, and four Youth Issues Support Workers, one in post for over four years and three in post for over three years.

11.2 The Unit gets its administrative and clerical support from a shared service with the Corporate and Community Planning Unit.

11.3 The work programme outlined above is extensive and long term, given the Unit’s current size. Outcomes will have a profound effect on the way the Council goes about its business, the way services are arranged, planned, reviewed and delivered and on the Council’s ability to demonstrate Best Value – the continuous improvement in performance of its functions.

11.4 The following staff resources, a total of 19, are needed to deliver this programme:
- A permanent staffing complement of eleven, reached by creating three new posts; two Continuous Improvement Officers and one Modernising Government Support Officer
- Four Youth Issues Support Workers
- Four seconded posts, working on Delivering Excellence (Shared Services) Design Stage

11.5 Given the breadth of the work programme any reduction to the current complement would result in key priorities of the Council not being delivered.

11.6 The approach to resourcing the Delivering Excellence (Shared Services) Programme will be identified towards the end of the Design Stage as the needs, if any, for future support for the Programme are identified.
11.7 The process of filling the three new posts will follow the standard Council policy based on advice from Human Resources and in consultation with the unions.

11.8 The two Audit Submission Officers have been on attachment to the Business Transformation Unit and its predecessor Policy and Performance Unit for three years. The attachments formally ended in December 2008. Their substantive posts no longer exist in their home services, Education, Social Work and Community Services and Financial Services.

11.9 Though originally brought in to work on the Audit of Best Value and Community Planning the delay in the Audit meant they have carried out a range of other duties.

11.10 As outlined above, the proposals for the Business Transformation Unit include two new posts of Continuous Improvement Officer. A job description has been prepared and graded at PO3, along with a person specification.

11.11 There is substantial overlap between the duties carried out by the Audit Submission Officers and those proposed for the Continuous Improvement Officer posts. Advice from Human Resources is, because of the degree of overlap and with the removal of their substantive posts, the two Audit Submission Officers should be matched to the two Continuous Improvement Officer posts and offered the posts.

11.12 The Modernising Government Support Officer has been on a temporary contract with the Council for more than five years.

11.13 The activities the post holder carries out are needed to support the work of the Unit in the long term.

11.14 It is proposed to make the post permanent and offer it to the current post holder.

11.15 The Service Director Community and Customer Services is reviewing the management and funding arrangements for the Youth Issues Unit and intends to report his recommendations to the Management for Change Sub-Committee in February 2009.

12. Budget requirements
12.1 A core budget of £598k is needed to support the staffing complement given above (Appendix). This money is available by consolidating budgets from within existing resources.

12.2 The consolidation of these budgets into the Unit is entirely consistent with the overall function of the Unit – to lead the Council’s drive for continuous improvement and transformational change – and its work priorities.
<table>
<thead>
<tr>
<th>John Bennett</th>
<th>Leslie Jardine</th>
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<tbody>
<tr>
<td>Business Transformation Manager</td>
<td>Executive Director of Community and</td>
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<tr>
<td>Business Transformation</td>
<td>Support Services</td>
</tr>
<tr>
<td>Tel: 01387 260397</td>
<td>Council HQ</td>
</tr>
<tr>
<td>Date of Report: 8 January 2009</td>
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<tr>
<td>File Ref: CTTEE-6 - JB/MB Rep001</td>
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APPENDIX/-
### BUSINESS TRANSFORMATION UNIT ESTIMATED BUDGET - 2009/2010

**BASED ON 2008-09 COSTS**

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<th>BUDGET HEADING</th>
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<td><strong>EXPENDITURE</strong></td>
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<td>STAFF COSTS</td>
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<td>SUPPLIES AND SERVICES</td>
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<td>DEPRECIATION/CSC COSTS</td>
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<td><strong>Sub Total</strong></td>
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<th>OTHER PROJECTS</th>
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<td>YOUTH STRATEGY DEVELOPMENT FUND</td>
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<td><strong>Sub Total</strong></td>
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**TOTAL EXPENDITURE** | 597,862 |

### AVAILABLE BUDGET

| BEST VALUE AND BUSINESS REVIEW | 72,540 |
| LBGIS/BV                     | 36,340 |
| CORE BUDGET                  | 336,205 |
| EFFICIENCY AND REFORM FUND  | 92,000 |
| YOUTH STRATEGY DEVELOPMENT FUND | 61,000 |

**TOTAL BUDGET** | 598,085 |