

## BUSINESS IMPROVEMENT DELIVERY: LOCALITIES, ENFORCEMENT AND TRANSPORT SERVICES

<b>Cabinet Member</b>	Councillor Ray Puddifoot
<b>Cabinet Portfolio</b>	Leader of the Council
<b>Officer Contact</b>	Jeff Maslen/Fran Beasley
<b>Papers with report</b>	None

### HEADLINE INFORMATION

<b>Purpose of report</b>	To update Cabinet on progress with the Business Improvement Delivery (BID) programme. BID is the council's transformation programme which sits within the remit of the Hillingdon Improvement Programme (HIP). The report will also provide an overview of next priorities in relation to localities working, enforcement functions and transport and passenger services.
<b>Contribution to our plans and strategies</b>	Contribution to Council Plan and corporate objectives.
<b>Financial Cost</b>	No specific costs arise as a result of this report. In the longer term, implementation of the Business Improvement Delivery (BID) programme will identify efficiencies from a more corporate and resident focussed approach to services.
<b>Relevant Policy Overview Committee</b>	Corporate Services and Partnerships.
<b>Ward(s) affected</b>	All.

### RECOMMENDATION

That Cabinet agrees that work in relation to Localities, Enforcement and Transport services, as detailed in the report, is developed fully as part of the Business Improvement Delivery (BID) programme within the timescale shown in paragraph 10 of the report.

### INFORMATION

#### Reasons for recommendation

Hillingdon has an excellent record in driving efficiencies through business improvement. BID is the council's transformation programme which sits within the remit of the Hillingdon Improvement Programme (HIP). The BID programme builds on this success and is designed to

ensure that the Council becomes even more streamlined, flexible and less bureaucratic. BID will free up front line staff to focus on delivering excellent services to residents. It will also identify ways in which to achieve the necessary efficiency savings over the next four years.

In December 2009, the Cabinet agreed the first of a series of papers outlining the scope of BID priorities, which focused on the development of the Corporate Landlord function. This is the second report, which proposes that functions relating to locality working, enforcement functions and transport services be taken forward through the BID process. The aim is to determine the business benefits and potential efficiencies in linking services in “clusters” where there are common functions, customers or related themes.

### **Alternative options considered / risk management**

The main alternative would be to leave things as they are and not consider common functions under BID. This would forego potential for business improvement and efficiencies that exist.

Through the BID process, detailed business analysis will be undertaken to explore options for transformation and to inform recommendations for the future configuration of the Council which will enhance services for residents and generate efficiencies.

### **Comments of Policy Overview Committee(s)**

Not applicable at this stage.

### **Supporting Information**

1. The BID transformation programme is designed to build on the Council’s success in driving through efficiencies in service delivery and to ensure that it becomes even more streamlined, flexible and less bureaucratic. BID will free up front line staff to focus on delivering excellent services to residents. It will also identify ways in which to achieve efficiency savings of more than £50M over the next four years.
2. At the heart of BID is the commitment to improve front line services to residents and seek efficiencies through more effective working of teams and services. BID has identified some 50 projects to be pursued to achieve the comprehensive assessment of business improvement needed to achieve the overall savings targets and these cover all services across the council.
3. The December 2009 Cabinet agreed a paper in respect of developing the Corporate Landlord function through BID. This is the second BID report to Cabinet, which proposes locality working, enforcement functions and transport services as priority areas in order to determine the business benefits and potential efficiencies in linking services in “clusters” where there are common functions, customers or related themes.
4. **Localities working:** At present community engagement functions are fragmented across council groups with all services engaging with service users to respond to needs as required. BID will explore synergies in linking these more closely together and developing a more dynamic picture of local and borough priorities to inform tasking and delivery. In addition it will look at local working with partners, for example in respect of community safety, to better meet needs of residents.

5. A number of functions will be considered within scope including :
    - a. Neighbourhood/community engagement activity (including street champions scheme, streets ahead programme)
    - b. Safer communities programme and partnership working
    - c. CCTV
  
  6. **Enforcement functions:** Front line enforcement services are important to residents and businesses in terms of upholding standards and protecting the welfare of the public. They are presently split across a number of Council services, some in discrete teams others as part of wider services. They cover a variety of areas that impact on resident's quality life and on business development. BID will explore whether synergies can be achieved in linking these more closely.
  
  7. A number of functions will be considered within scope including:
    - a. Building control
    - b. Planning enforcement
    - c. Noise
    - d. Street scene and open spaces enforcement
    - e. Business regulation:
      - i. Food Health and Safety
      - ii. Licensing
      - iii. Trading standards
      - iv. Environmental protection
      - v. Public Health
      - vi. Airport Services
      - vii. Animal welfare and pest control
  
  8. **Transport:** Transport can potentially cover a wide range of activities across services but broadly could be considered in two groups. It is anticipated that greater efficiencies can be achieved in the procurement and operation of all fleet, transport and passenger services - delivering better value for money and better outcomes for residents. In addition BID will look at wider transport related policy and delivery projects. Close attention will be paid to the outcome of the business analysis regarding the Corporate Landlord model to ensure synergies are maximised and optimal solutions proposed.
  
  9. A number of functions will be considered within scope including:
    - a. Fleet management
    - b. Passenger services
    - c. Parking services
    - d. Transport management/planning
  
  10. **Timing:** Development of these BID work streams will run in parallel to development of the corporate landlord so as to ensure a consistency of approach and to ensure that any inter-relationships are explored and options developed. Broadly a three phased will be adopted:
    - a. **Phase one** - to 31<sup>st</sup> March 2010 full business analysis of areas impacted upon and development of options
    - b. **Phase two** - 1<sup>st</sup> April 2010 to 30<sup>th</sup> June 2010 centralisation and consolidation phase
    - c. **Phase three** - 1<sup>st</sup> July to 30<sup>th</sup> September 2010 - full implementation
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## **Financial Implications**

No specific costs arise as a result of this report. In the longer term implementation of the Business Improvement Delivery (BID) programme will identify efficiencies from a more corporate and resident focussed approach to services.

## **EFFECT ON RESIDENTS, SERVICE USERS & COMMUNITIES**

### **What will be the effect of the recommendation?**

To guide the next work streams of BID in respect of Localities, Enforcement and Transport and provide officers with a steer to progress the detailed business analysis.

### **Consultation Carried Out or Required**

None at this stage.

## **CORPORATE IMPLICATIONS**

### **Corporate Finance**

A Corporate Finance Officer has reviewed this report and its recommendations, and is satisfied that the financial implications can be contained within existing budgets and that there are no wider implications for the Council's resources as a whole.

### **Legal Comments**

There are no specific legal implications arising from this report.

## **BACKGROUND PAPERS**

NIL