

DECISION-MAKER:	CABINET		
SUBJECT:	IMPLEMENTING THE COUNCIL STRATEGY 2014 - 2017: NEXT PHASE OF THE COUNCIL'S TRANSFORMATION PROGRAMME		
DATE OF DECISION:	15 JULY 2014		
REPORT OF:	THE CABINET MEMBER FOR EDUCATION AND CHANGE AND THE CABINET MEMBER FOR RESOURCES AND LEISURE		
<u>CONTACT DETAILS</u>			
AUTHOR:	Name:	Claire Corbett	Tel: 023 8083 7506
	E-mail:	claire.corbett@southampton.gov.uk	
Director	Name:	Suki Sitaram	Tel: 023 8083 2060
	E-mail:	suki.sitaram@southampton.gov.uk	

STATEMENT OF CONFIDENTIALITY

None

BRIEF SUMMARY

Southampton City Council is continuously striving to be a modern, efficient organisation focussed on and valued by its customers. In times of financial austerity, the approach of reducing budgets through "salami slicing" is not a viable way forward as it will not deliver the right outcomes for the city's residents and businesses. As an Executive we will be agreeing our medium term priorities and are committed to delivering the best we can to make this city a great place to live, work, learn, invest and visit. The Council has to make further significant savings in the next three years and given the scale of our challenge, it is essential that we use the learning from other councils to deliver transformation and become a sustainable organisation.

Since May 2012 the Council has prioritised transformation in Children's and Adults Services. It has also been successful in delivering year on year budget reductions whilst still enabling economic growth and protecting the most vulnerable people in the city. The growth is not only evidenced by the number of cranes, the successful City Deal bid with Portsmouth, the recognition of our work in skills and employment for local people, it is also evidenced in external validation by in the Good Growth for Cities report. The city is now ranked as the 4th overall for economic growth in the UK, 2nd highest English city for good growth and the most improved between 2012 and 2013.

We want to ensure that this economic growth and potential brings jobs and improved prosperity to local people. At the same time, going forward we recognise that we have to become sustainable within a very short period whilst delivering significant savings. Therefore we have injected pace so that we can still deliver better outcomes for our residents within our reduced budgets. This requires the Council to work very differently, do different things and be willing to take more risks in a managed way. We have to be prepared to stop delivering some services, design and deliver others through a number of different ways, some of which will be new. It will also require communities to be more self-sufficient and for us to work more effectively with local

people and a range of partners.

We have prioritised 3 areas:

- delivering better experiences for our customers
- reducing our costs for infrastructure and
- designing services with our partners so that they are more cost effective and together with our partners we can deliver better outcomes.

We recognise that the scale of transformation required will need investment, for instance in new technology, and this is highlighted in this report. Further work is being undertaken and will be detailed in subsequent reports in November 2014 and February 2015. This report provides details about the next phase of the One Council Transformation Programme which is based on our transformation priorities.

This report provides details on the transformation work completed to date, the work currently planned or underway as well as specific recommendations to improve experiences of the Council's customers through the establishment of a single approach to our customers and putting in place a new model for business support.

RECOMMENDATIONS:

- (i) Note and endorse the work that has been completed and the work currently planned or underway as the part of the implementation of the One Council Transformation Programme, as detailed in this report.
- (ii) Approve the establishment of a single approach to the customer model for the Council.
- (iii) Approve, as part of the customer model, the establishment of a single 'front door' for customers of services within the People Directorate (adults, housing and children) as set out in this report.
- (iv) Delegate authority to the Chief Executive following consultation with the Cabinet Members for Resources & Leisure and Education & Change to agree and implement the final option for the single 'front door' and the associated investment needed to deliver it.
- (v) Approve the proposal for a new model for business support as set out in paragraphs 87 – 93 of this report.
- (vi) Authorise the Assistant Chief Executive to implement further phases of the Business Support Project as detailed in paragraph 94.
- (vii) Note and endorse the governance arrangements as set out in paragraphs 97 – 101 of this report.
- (viii) Note that further reports on the transformation programme will be brought forward to Cabinet and Council over the next six months.
- (ix) Authorise the Chief Executive, following consultation with the Cabinet Members for Resources & Leisure and Education & Change to take any further action necessary to give effect to the content of this report.

REASONS FOR REPORT RECOMMENDATIONS

1. The financial challenges faced by the Council makes it imperative for the Council to adopt radical and different approaches to meeting customer needs, service delivery models and maximising the potential of our employees. In the next phase of the Transformation Programme, we will need to seek approval

to take specific actions to become a sustainable Council and one which will help us deliver the savings and become more customer-focused and commercially minded.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2. The option of continuing to reduce services without making radical changes in how we work and deliver services was considered and rejected because this will not deliver a sustainable Council. Therefore, it is not in the wider interests of the city and its residents.

DETAIL (Including consultation carried out)

The strategic context

3. Southampton is the second highest ranking city in England for 'good growth' based on the "Good Growth Index 2013". This index compares how 39 UK above average cities for 'good growth' perform on job, income and skills measures. The city is now ranked as the 4th overall for economic growth in the UK and 2nd highest English city for good growth. Southampton showed the most improvement of any other city, between 2012 and 2013. This is a rise of 10 ranking places since the 2012 survey, demonstrating the city's potential for growth and economic development opportunities. We are ensuring that we capitalise on this by being actively involved in the region's developing Strategic Economic Plan to access the Single Local Growth Fund. This will help us to drive the key developments in the city, particularly Royal Pier, and continue the critical work on waste transformation and estate regeneration.
4. However many of the city's residents also experience the effects of poverty both in work and out of work and the impact of deprivation that is more commonly associated with northern cities. Therefore our focus on economic growth is to create opportunities for local people to get local jobs and this is reflected in our Council Strategy 2014 – 2017.
5. We recognise the following areas will significantly change the way in which public sector agencies will operate in the future:
 - continued pressure on public finances
 - challenges in demand management for acute, high cost interventions as we expect a continued rise in demand for our services, particularly for complex needs in social care
 - changes in demographics particularly an aging population
 - changes in expectations of our customers and
 - impact of national programmes e.g. Welfare Reforms, Care Act 2014 etc.
6. Whilst we are in a period of significant change, the Council's core purpose and commitment remains the delivery of excellent services to residents and to lead economic development in the city. As a civic leader, the Council recognises the importance of working in a collaborative manner. This is reflected in our commitment to Southampton Connect's city vision in the draft City Strategy 2014 - 2025 which has three priorities, namely: economic growth with equality, skills and employment and healthier and safer communities.

7. We value the feedback from residents and have considered this when developing our draft Council Strategy 2014 – 2017. Our medium term priorities therefore reflect all of the above:

1. Jobs for local people.
2. Prevention and early intervention.
3. Protecting vulnerable residents.
4. Affordable housing.
5. Services for all.
6. City pride.
7. A sustainable Council.

A sustainable Council

8. The priority to become a sustainable Council in the long term will be delivered through the next phases of an ambitious transformation programme which will focus on:

- improving the experiences of our customers and in many cases these will be different and ensuring that they will be able to access information and services themselves without relying on the Council;
- embracing a range of models for service delivery;
- using technology as a tool to innovate and become a digitally driven organisation;
- adopting smarter working practices; and
- supporting our communities to take action to improve their neighbourhoods and lives through a strong sense of ownership.

Journey to date

9. Our transformation programme is about fundamentally redefining our role as a Council and service provider. Since 2012, we have achieved the following fundamental building blocks:

- achieved efficiencies and savings of over £29M;
- established the People and Place Directorates to improve service delivery from a resident and business perspective. This aims to provide services to customers, especially vulnerable people, in a much more joined up manner, thereby improving their experiences and reducing costs for the Council;
- prioritised the transformation of Children's Services and Adults Services. Early successes include the launch of the Multi Agency Safeguarding Hub (MASH) in March 2014, the progress on mobile working and the development of proposals for a single 'front door' for residents needing to access these services. [*The 'Front Door' refers to the first point of contact a customer has with the Council which covers a number of different channels.*]
- established the Integrated Commissioning Unit with Health (Southampton City Clinical Commissioning Group) which has begun to deliver savings through smarter joint commissioning of services;
- introduced mobile working for our teams in Housing Operations in June 2013 and work is currently underway to extend this to other services;

- implemented Stay Connected (email marketing) to increase reach and make savings on printed communications. Results show an increase in the percentage of residents who feel informed has gone up from 55% in 2010 to 70% in 2014 which is now 8% over the national average. This service reaches 40% of the city's over 18 population and is the number one reference to our website.
- commissioned the development of a new website with significant improvements, so from autumn 2014 residents will have better easy access to information as well as be able to make payments at a time of their choosing;
- reduced our office accommodation to 3 buildings and currently we are reducing this further to 2 buildings by vacating Marlands House. This has required piloting flexible and mobile working which will be extended across the Council as we aim to be in a single office building in the future;
- rolled out our new automated telephone switchboard system from April 2014 as part of the wider channel shift programme. This is designed to improve the experience of our customers when they contact the Council, as well as achieve savings under the revised contract with Capita;
- implemented transformation of our waste services with funding from a successful bid to the Department of Communities and Local Government, resulting in the introduction of a new household glass collection and changes to weekly rubbish and recycling collection days to provide a more efficient and cost effective service;
- progressed on key elements of smarter resource management and smarter procurement including starting work on the HR transformation and establishment of a Procurement Board;
- progressed preliminary work on service redesign in key areas of libraries and adult social care provision of care homes and day care;
- established a Public Sector Property Board with membership from the City Council, health, police, Hampshire Fire and Rescue Service, the Government's Property Unit and support from the LGA.

The case for doing things differently

10. In the last 2 years, we have had to make efficiencies and savings of over £29M whilst still delivering a vast range of services. However, it is clear that increasing financial challenges are here to stay and the Council has to be more focused on what it *has* to deliver and make radical changes to get the best value for residents. While the Council priorities detailed in the draft Council Strategy 2014- 2017 have remained consistent, for the Council to deliver them in the next three years, we will have to make significant changes in:
 - how we prioritise, design and deliver services with a customer focus;
 - how we work collaboratively with partners;
 - how we design, deliver and manage services;
 - the ways in which we work and communicate with our residents; and
 - how we use research, information and feedback in an intelligent way so that we can use evidence more effectively to inform our decisions.
11. Cumulative budget reductions combined with changing demographics and the pressures of managing future demand mean we have no other option except to systematically redesign every aspect of how we work and deliver services. This will include year on year service reductions, stopping some services and changing others. In doing this, we can learn from others who have invested wisely in technology for customers to access to services and information and to improve productivity of staff. We want to do this in partnership with residents so that we can support them to be less reliant on the Council and be more able to manage and run facilities and services, in the spirit of the Localism Act 2011.
12. Our current way of working has been built over many years around specific service offerings and the skills required to deliver them. The current business model depicted in Figure 1 reflects the fact that whilst there may be consistency in the provision of customer service, it is delivered in separate service areas and has the potential to be joined up from a customer perspective.
13. Our current business model has been in place for a long time and to date, it has enabled us to manage service delivery and meet objectives set out in strategies and plans. However, the ongoing significant financial challenges will make it difficult to deliver the outcomes detailed in the draft Council Strategy 2014 - 2017 if we do not significantly change how we operate. We need to become more efficient in our approach to customer contact and business support and proposals for these areas are outlined in this report. For instance, there are multiple approaches to commissioning, customer contact and business support. We also need to become more agile in responding to external pressures.
14. Further reports will be brought to Cabinet on a creating a new business model once work has been completed on the activity analysis and detailed design referred to in paragraphs 25 - 32.

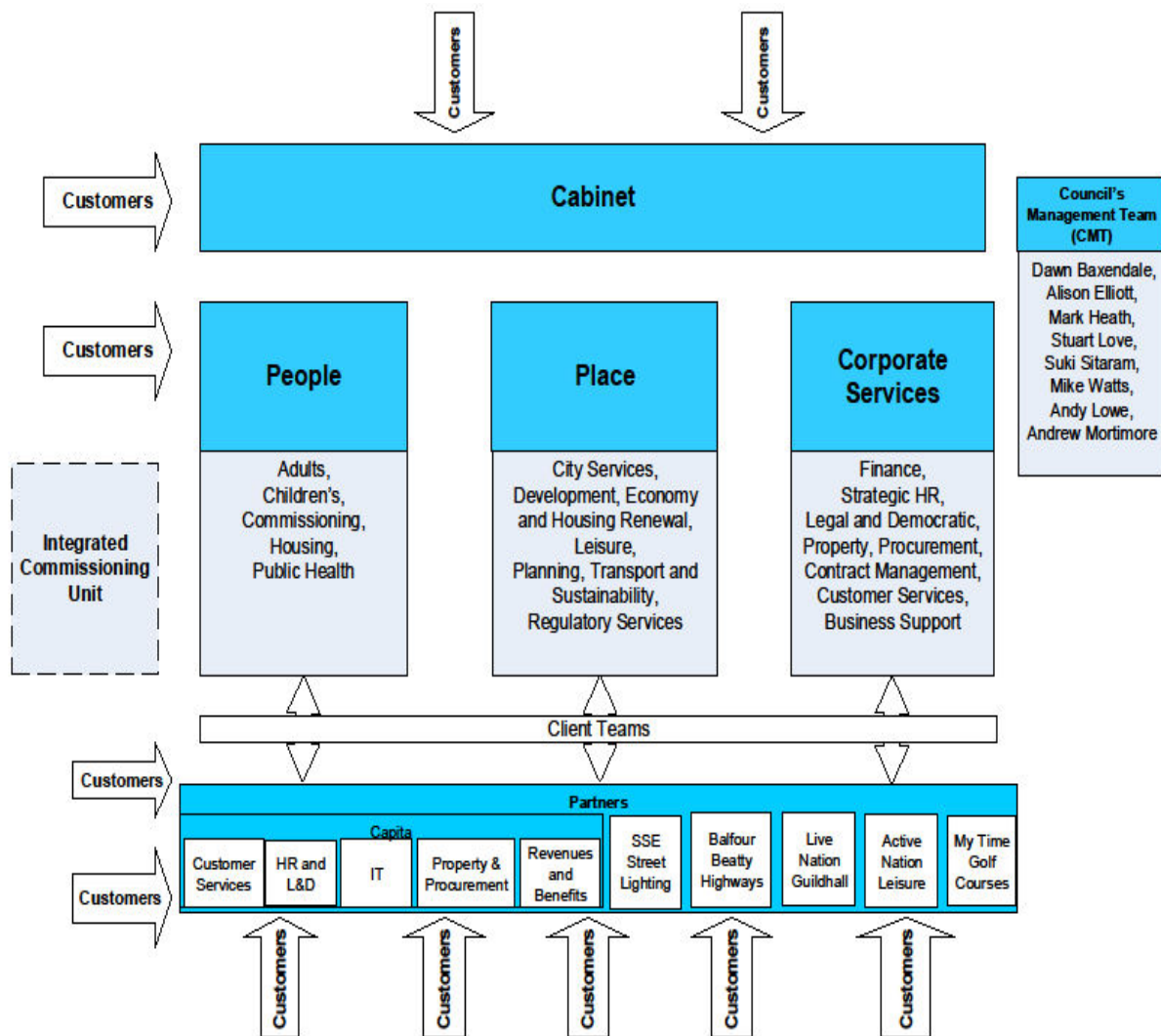


Figure 1 Our current business model

What do we want to achieve?

15. We want to work to enable continued economic growth and work with other public sector providers to achieve “whole place” thinking so that together, we can achieve the best outcomes for our residents. We want to do this by prioritising economic growth, prevention and early intervention and digital by default. This will mean we have to:

- Focus on outcomes rather than outputs and move away from being the controller to an influencer and facilitator. We will do this by building on the joint work undertaken with health (the Southampton City Clinical Commissioning Group) to establish the Integrated Commissioning Unit and by focusing performance management on outcomes.
- Move away from delivering services to a greater focus on commissioning outcomes for people and place. We are currently delivering many services in mostly traditional ways. This gives us opportunities to be innovative, question whether we have to deliver everything we do, whether they have to be delivered in the way and to the standards they are currently delivered and whether there are new services we should be

offering given the changing demographic profile of the city. We need to move away from being seen as the main direct provider of services and to ensure we commission them through the best possible route – whether it is Council, voluntary sector, co-operatives and mutuals, joint ventures or the private sector. This will mean we have to encourage and embrace innovation and use opportunities to do different things as well as do things differently. An example would be the libraries transformation in some London boroughs resulted in fewer libraries but greater access as they are open on Sundays.

- Build on the fact that the city boundary is co-terminus with health and continue to develop our strong partnership with health and other partners to further improve outcomes for residents.
- Change our relationship with our customers – the refreshed Council website and business support function will enable residents to access information and complete transactions at their convenience without the need for face to face or telephone contact with the Council unless this is absolutely necessary.
- Manage demand effectively by channelling customers to do as much as possible for themselves and provide appropriate and early intervention for vulnerable residents. This will be achieved through extending the principles we have used in setting up early help and MASH within children’s services and by having a single point of contact for clients of our adult social care, housing and health services (the single ‘front door’) and making our digital interactions (website, social media) accessible, easy and effective. This will help us to be better placed to intervene at the right time and enable greater self-sufficiency in our customers.
- Work with our partners to facilitate behaviour change and use the appropriate marketing and communication tools for this.
- Use our public health responsibilities to drive the Council wide focus on prevention and early intervention.

16. We cannot deliver these outcomes without becoming a Council that is agile and able to understand and meet the needs of its customers. We have already started making progress towards this goal and the key building blocks are:

- Setting up a Business Intelligence Unit following the completion of a review of policy, strategy and performance. This will help us to drive up service performance in our priority areas and use analysis to make informed decisions about the future. We know that we will have to make difficult decisions. By storing all data in one place we will also be able to use analytics to improve what we deliver and have a better measure of our success.
- Officers are conducting a root and branch review of all the activity that takes place in the Council over a 12 week period to help us gather and analyse the information and make decisions about what and how to deliver services in the future.
- The Council has to become more efficient and effective and our focus here is reducing accommodation costs and increasing productivity by

changing how we work. In doing this not all actions require big investment. For example, the Chief Executive and her senior management team vacated their offices last November to work from an open plan office space; this has started to change their working styles and how they communicate. We need to roll out this approach across the whole organisation to benefit from new ways of working and to free up accommodation space to reduce costs and consider moving everyone to a single office building in the future.

- We recognise that we have to invest in our workforce and give them the right tools to do their jobs. We have been extending initiatives in flexible and mobile working. An example is the work we are doing to enable social workers to work on mobile devices (tablets, phones etc.) when they visit clients and be able to get access to our social care system (PARIS). This will not only make them more productive, it will improve accuracy of data and ultimately benefit the client.
- The Council has invested very little in organisational development in the last 6/7 years. We are taking steps to improve our return on spend by controlling costs (e.g. agency staff and overtime payments) and by improving performance management.

What will successful transformation look like in 2017?

17. Our successful transformation will be underpinned by ensuring early intervention, sustaining economic growth and responding to our customer's digital needs. This means we will:
- Be financially viable and continue to meet our budget challenges.
 - Have further reduced our procurement costs and achieved greater value from our spend on commissioning.
 - Have significantly reduced our direct service delivery activity.
 - Have a range of service delivery providers.
 - Have a small, agile business support 'hub' with a limited number of 'spokes' for essential specialist activities.
 - Have an investment portfolio that provides a steady income enabling allowing us to continually invest in improvements.
 - Have different contractual arrangements in place with our strategic partners as a result of:
 - Adopting a digital by default approach to our ICT and HR help desks
 - Changing our customer contact centre and our face to face offerings
 - Have further reduced our overall HR spend including significant reductions in staff, agency costs and overtime.
 - Have reduced layers of management and staff at all levels.
 - Work from a single Council office building.
 - Have a high percentage of our workforce using their own device to undertake work activity.
 - Have further increased our apprenticeship programme intake.
 - Become an employer of choice.

- Have a workforce with different skills, behaviours, competencies and are self-sufficient.
- Know our customers and use our customer insight data to model outcomes and predict impacts on our services enabling proactive improvement plans.
- Have a new balanced score card for the organisation which is built on a culture of performance management, compliance and continuous improvement.
- Have the appropriate levels of compliance to our performance management framework.
- Have invested in cloud based technology infrastructure reducing our ICT operating costs.
- Have significantly reduced the level of complaints we receive as a result of getting it right.

Our approach to the next phase of transformation

18. Our transformation programme covers all services and all employees including agency staff and those that the authority has with external providers. Whilst schools fall outside of the scope, services which support schools are within scope. We recognise also that we cannot achieve the right outcomes for our residents on our own and are committed to building on the excellent partnership working we have in the city.
19. We have agreed that we will use the following principles to redesign our services and deliver our improved outcomes:
 - Do It Once – we will constantly strive to be an organisation that gets it right first time every time. We will listen to our customers and learn from our mistakes.
 - Safety First – we will prioritise the safety of our most vulnerable residents, intervening early to provide the right level of service at the right time.
 - Valued Workforce – we will be an agile, confident, talented and dynamic workforce able and prepared to make decisions at the right level.
 - Pride in our city – we will enable our customers, communities, staff and businesses to flourish.
 - Focus on finance – we will proactively generate new funding, income and cost saving opportunities.
20. We will use these principles to fundamentally change the shape of our organisation to become a sustainable Council. This will mean that our customers will interact with us differently, we will be delivering fewer services directly, we will commission our services differently, our communities will play a bigger role in the shaping and delivering our services and our staff will be more effective as a result of embracing flexible and mobile working. We have to redesign our organisation from 3 different perspectives:
 - Customer: digitally driven, different and better customer experiences. This will cover the best way for our customers to interact with us, simplifying and reducing complexity and understanding and assessing

needs of our customers.

- Infrastructure: digitally driven, service enabling, smarter working, employees, procurement and assets. This will cover business support, levels of other support needed by our front line delivery teams need and minimising these costs.
- Service Design: This will cover a range of delivery models including community ownership, assessing what services our customers need and what is the best way to deliver them, including exploring new ways of delivering.

21. Therefore, in moving forward we have prioritised these work streams and all transformation work and resource allocation will be agreed on the basis of meeting the 5 principles and their contribution to the 3 cross cutting work streams. This will be supported by business intelligence on assessing what information we need to run our business and on using our data more effectively to improve outcomes and manage demand better. The governance arrangements in paragraph 100 shows how this will work.
22. The Chief Executive has nominated a Director to sponsor each work stream. A Head of Service lead has been appointed on a full time secondment basis for each of the three work streams in addition to identifying managers within each directorate to support the implementation of the next phase. The Head of Service will be responsible for the delivery of the work stream on a day to day basis. We are securing additional capacity and specialist expertise on a time limited basis for some areas such as HR, innovation and technology and customer.
23. This report provides details on the customer work stream and on a new model for business support comprising the first set of service enabling actions within the infrastructure work stream. Further reports will be brought to Cabinet for consideration on these work streams and on the service design work stream.
24. Our Council does not have the experience of undertaking the scale of transformation necessary, which goes beyond transformation of specific services. Experience from other councils shows us that while undertaking organisation wide transformation is complex and challenging it will enable us to fundamentally review how we operate now and how we use evidence to design how we should operate in the future. Therefore we are undertaking a comprehensive analysis of the activity of the organisation and use this to develop the business model for the future. This will be done over 3 stages.

Stage 1: Creating our business model

25. We are currently establishing our base position to establish the gap between where the organisation is now and where it needs to be to meet the financial pressures, demand management including growing demand of our customer digital preferences. The transformation programme will operate as the bridge to enable the transition to our new ways of working. Stage 1 is structured into three key work activities:

26. *Work activity 1: baseline*

- Activity Analysis – to establish our base position we are conducting an analysis of all activity across the organisation. They will enable us to view the level of activity currently underway and highlight areas of duplication and fragmentation. This will inform our baseline of what we do now and how it links to achieving our outcomes.
- Staff Survey – We are conducting a staff survey during Stage 1 to provide a baseline of satisfaction levels across the organisation to better inform the priorities of the transformation programme.
- Customer Satisfaction - We are undertaking customer satisfaction surveys of all our front and back office services. This will help inform areas of improvement required and better inform the redesign of these service offerings.
- New Ways of Working - We will also build the baseline information to support the new ways of working by undertaking a number of audits to assess the level of desk and storage utilisation.

27. *Work activity 2: high level service reviews*

We will review at a high level all our services focusing on why we offer them, who to, and challenge ourselves to whether we are the right provider. In the first phase, we are progressing work on redesign of adult social care provider services (elsewhere on this agenda) and libraries transformation.

28. *Work activity 3: designing the future Council*

We will commission external specialist support in helping us develop our new business model. Building on all the work done to date, and aligning to our new City and Council strategies; we will design a new business model that enables us to meet the financial pressures we face over the coming years. This will mean us continuing to improve our commissioning capabilities; our response to our digital customer needs and change the way we deliver our services.

29. The outputs from all three activities will better inform our outline business case for transformation and an update will to be presented to Cabinet in November 2014. The outline business case will details the level of investment required to complete the transformation programme.

Stage 2: Developing the detailed business model

30. Building on the outputs from Stage 1 we will develop the detailed design and start the transition to our new business model. We will design our new integrated business functions for our customer, infrastructure and service

delivery work streams. This will cover roles, functions, structures, supply chain and partner relationships. We will ensure we have the right people in the right roles delivering to achieve the best outcomes. Our intention is to commence the delivery of our early opportunities identified in Stage 1 and start the implementation of our key innovation building blocks.

31. We will continue with:
- The implementation of our existing transformation activities underway which underpin savings for 15/16 onwards.
 - Service reviews building on Stage 1 output.
 - Building on the work done to establish the ICU and develop our commissioning to support our new service delivery functions.

The outputs from all three activities will better inform our transformation and an update will be presented to Cabinet in February 2015.

Stage 3 – Alignment of our new business model

32. We will start our transition to our new business model from December 2014 over a 36 month period.

The Business Case

33. The current Medium Term Financial Strategy (MTFS) shortfall clearly provides one of the drivers for the transformation programme. The current forecast savings required are shown in Table 4-1.

Table 4-1 – current savings requirement forecasts

	2015/16 £000's	2016/17 £000's	2017/18 £000's
Required Savings - Updated Position	30,894.2	54,676.2	74,133.5
Less Savings Proposals 2014/15	(1,322.5)		
Less Savings Proposals 2015/16	(7,710.5)	(8,416.5)	(8,566.5)
Contribution from Balances - MRP	(4,527.0)		
Remaining Gap	17,334.2	46,259.7	66,567.0

34. To effectively manage our benefit realisation plan we will:
- Require a clear and agreed baseline
 - Collective agreement on targets
 - Agreed boundaries of how we share the cost and benefits across the Council
 - Regular tracking and monitoring of benefits with a sound evidence base
 - Robust accounting of both costs and benefits.
35. The Transformation Programme will deliver benefits to the Council for many years. It is intended not just to address the known funding shortfall but also to prepare us for the future.
36. At this stage the exact level of savings the Transformation Programme will

save is not known, each stage of the Transformation Programme will enable the savings position to be better informed. The benefits will be short, medium and long term and to achieve this we will need short, medium and longer term investments.

37. The cost of developing and delivering different service models through external providers, shared services, our communities or partners is not currently factored into our cost estimates. These costs may be significant and will be clarified through our service design work. Investment requirements will be clearly outlined in a business case with a clear payback period.
38. The overall business case will be under constant review as the transformation programme progresses. The progress will be reviewed regularly by Cabinet and the Council's Management Team and regular reports on progress will be provided to the Overview and Scrutiny Management Committee.

Investment in transformation

39. We recognise the importance of investment in achieving transformation and large scale budget reductions. Indeed the Council has been investing in transformation work over the last few years through its 'Invest to Save' programme and more recently through a range of transformation projects but without a clear agreed forward looking cross Council plan for this investment.
40. Investment in innovation and technology is key to improving outcomes for our customers. We need to invest in innovation and technology to achieve our new business model. We have some of the foundation building blocks in place and we will build and improve our existing technology to improve customer experience and to enable us to share and join up our services and data with other partners such as health.
41. Going forward we are seeking to invest in the region of £3-5 M per annum in transformation, subject to ongoing review. This is similar to the levels of investment made by the Council so far. Our approach will be to have a single plan of investment for the council with priorities and use our asset base to secure one off funding as well as a healthy revenue stream. It is important to note that the level of investment per annum can be tested by the experience of other councils that have invested significantly to achieve the necessary transformation. The Chief Financial Officer has recommended the approval of the underspend of £3M in 2013/14 to fund the Council's Transformation programme in 2014/15. This is detailed in the General Fund Revenue Outturn 2013/14 report elsewhere on this agenda.
42. Based on discussions with other authorities, we are aware that significant investment will be required in the following key areas over the next 3 years:
 - New Ways of Working: including mobile and flexible working for staff
 - Technology solutions to underpin work flow solutions for the Customer through to Service Enabling functions, Customer portal and Document management.
 - Core system changes and development of new applications
 - Performance Management framework
43. This excludes process redesign, project management, cost for seeking alternative service delivery models and change management. Investments

will be subject to business cases setting out why they are necessary to ensure the delivery of the savings and benefits.

44. We will only be able to fully define the costs for the Transformation Programme over the next 3 years once we have undertaken the activity undertaken in Stage 1. This will inform our next stage business case in November 2014 and subsequent detailed business case in February 2015.
45. We have invested in city centre capability for WiFi. We will invest in Cloud technology enabling us to be infrastructure free and in data cleaning and join up to enable our single view of our customer (single sign on/ customer account).
46. Our priorities in innovation are:
 - Setting a vision for a digital organisation.
 - Using and building further our social media platforms as a key enabler for open data and sharing knowledge.
 - Driving through new forms of customer access and channel shift.
 - Improving employee efficiency and effectiveness through the use of self-service and enabling location independent working.
 - Reducing the cost of delivering services through digital means.
 - Integrated working with public services and partners in sharing data and building on innovative solutions.
 - Enabling our staff to work differently delivering hot desking, touch down areas and mobile and flexible working. We will build on the 'Bring Your Own Device' agenda ensuring data is secure when working independent of location.
 - Sharing more office locations with our partners driving through cost reductions through the work of the Public Sector Property Board on developing one public estate. This will enable collaborative working and to reduce our office accommodation costs and release public sector estate for development in the City.

Measuring our success

47. Both financial and non-financial benefits will come from many sources to identify, track and release these savings a single benefits realisation plan will be created for the programme. This is in addition to savings being realised through reducing demand as a result of effective prevention and early intervention which is the basis of the current transformation work led by the Integrated Commissioning Unit.
48. The savings categories will be:
 - Reduction in procurement and contract spend
 - Reduction in activity of our service enabling functions, e.g., business support, HR, ICT, Finance, Procurement etc.
 - Reduction in our Customer service operation
 - Reduction in overtime, agency costs
 - Reduction in employee and management costs
 - Further release of assets/properties
 - Reduction in our costs through alternative service delivery models

and improved commissioning.

Customer work stream

49. Our Customer work stream will focus on encouraging our residents to access Council information and services in a different way. It will focus on defining the needs and preferences of our customers using insight and analysis to start to develop a deeper and more gradual understanding of our customer's behaviours, needs, demands and preferences of different customer groups. It will focus on ensuring that our customer journey is a consistent and simple. It will design and implement a:
- New customer portal
 - Combined assessment portal
 - New customer service function.
 - Supported by a new model for Business Support.
50. We deliver a diverse range of services across numerous locations, to customers that differ in the way they want (or need) to access our services. We need to address those expectations in a consistent and fair way, ensuring that we achieve value for money and improved customer satisfaction. Our approach is to design a model for customer access on a consistent basis that is not only more cost efficient but also delivers real benefits to our customers. It aims to target resources where they are needed most, reserving face- to- face customer service where it is most needed.
51. Work is already underway to improve customer experiences and this comprises redesign of our Gateway, refresh of the council website and establishing a single 'front door' for customers of services in Adults, Housing and Children's services. The timelines are:
- Gateway Refurbishment project – in Summer 2014
 - Website refresh project – in Autumn 2014
 - Single front door for the People Directorate – in April 2015
 - Business Support Phase 1 implementation - in April 2015
52. The Customer programme will bring together our customer service and business support in a coherent model, which means aligning the front line services with the business support services on a Council wide basis, in partnership with the Councils key partners (Capita and Belfour Beatty) who deliver such services. The first set of decisions required to progress this model are included in this report and comprise:
- Approving the establishment of a single approach to the customer model for the Council.
 - Approving the model establishing a single 'front door' for customers of services within the People Directorate (adults, housing and children) as set out in this report.
 - Delegating authority to the Chief Executive following consultation with the Cabinet Member for Education and Change to agree and implement the final option for the single 'front door' and the associated investment needed to deliver it.

- Approving the proposal for a new model for business support as set out in paragraphs 87 – 93 of this report.
- Authorising the Assistant Chief Executive to implement further phases of the Business Support Project as detailed in paragraph 94.

What will success look like for our customers?

53. We want to put customers at the heart of our Transformation Programme, the redesign of the Council and its services and how we operate. For us this means improving customer experiences and this will mean that over the next 3 years they:

- Will be able to complete most of their transactions on line removing the need to come into Council offices, for cash and cheques.
- Will have their own unique account with the Council (single sign on/ customer account) and receive updates and information based on their preferences using their account via the mobile device of their choice.
- Will not be required to input data multiple times when engaging with us and their information will be shared across departments and with partners but with robust information governance to protect data from misuse.
- Will be able to access advice and support via a number of different digital platforms such as video and social media.
- Will be able to complete the majority of their assessment online.
- Will access the Council through a single front door for their social care and housing needs and assessment.
- Will be able to manage their own care budgets and purchase their goods and services directly.
- Will facilitate their own Freedom of Information requests using the Council's open data source and an enforced publication scheme.
- Will be able to receive instant tweets and Facebook responses from the Council based on key words they are using and questions they are asking.
- Will still be able to have access to a face to face service if their personal circumstances and needs require this.

Gateway redesign

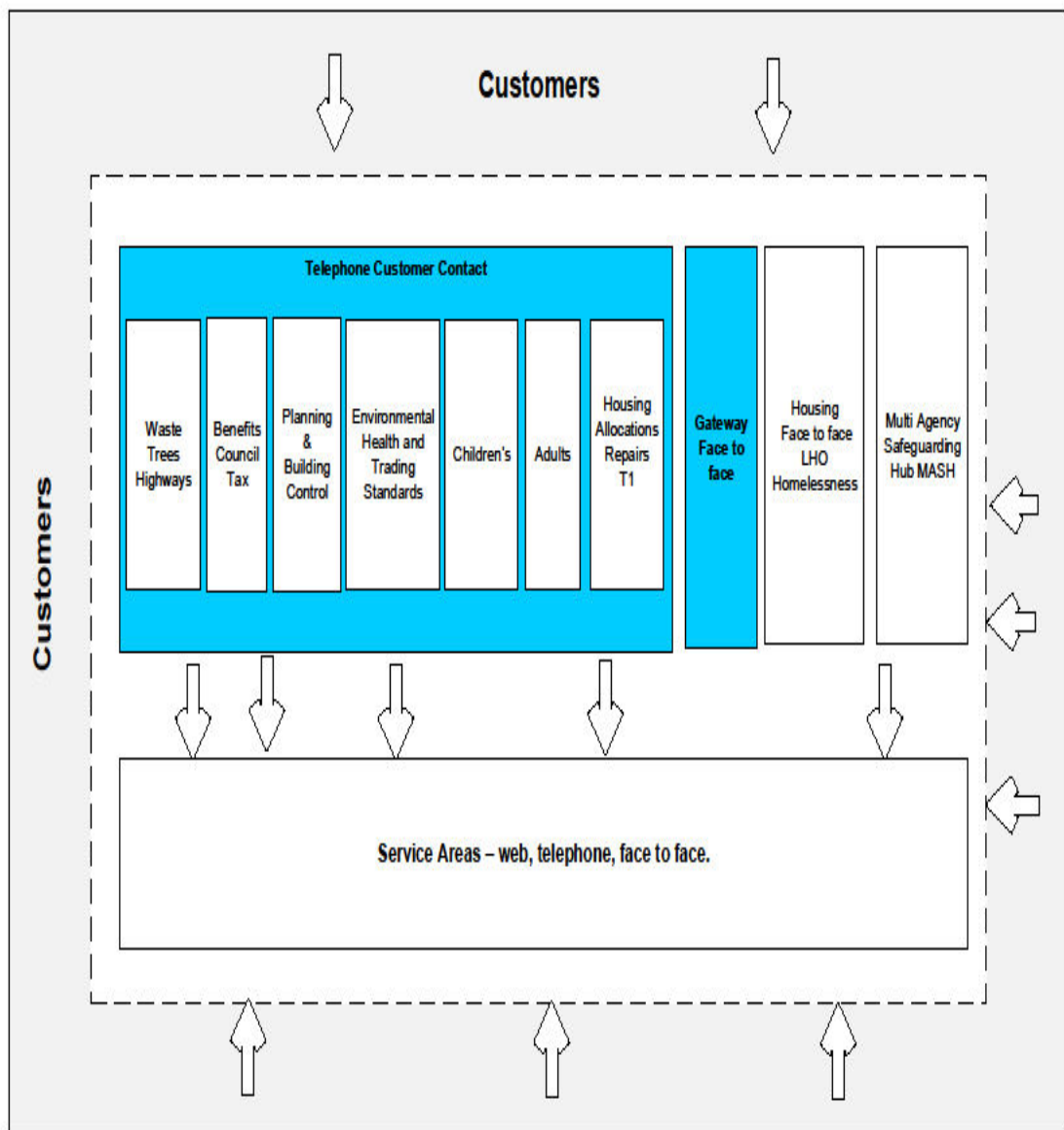
54. Work is already underway to refurbish our existing Gateway face-to-face location. This work is due for completion in late Summer 2014 and will offer:

- Supported self-serve terminals for customers to access services via the web, true digital by default.
- Document scanning, eliminating manual checking and printing.
- Face to face transactions restricted to processes that have to be done face to face (by appointment only) and for vulnerable customers.
- Reducing paper forms, making them available only on request.

Council website refresh

55. Our website will be our 24/7 digital access to our customers and will continually change and develop. We have commissioned work on the refresh of our existing website and this is in the process of being given a new look and feel. Additionally this will provide our customers with the ability to complete more of their transactions online. Our new website will be available on a wide range of mobile devices, e.g., tablets, smartphones and iPads enabling a greater reach by Autumn 2014.

56. The current position for customer access is illustrated in Figure 2.



57. In moving forward, we will take the following approach to the redesign of our customer access in Figure 3:

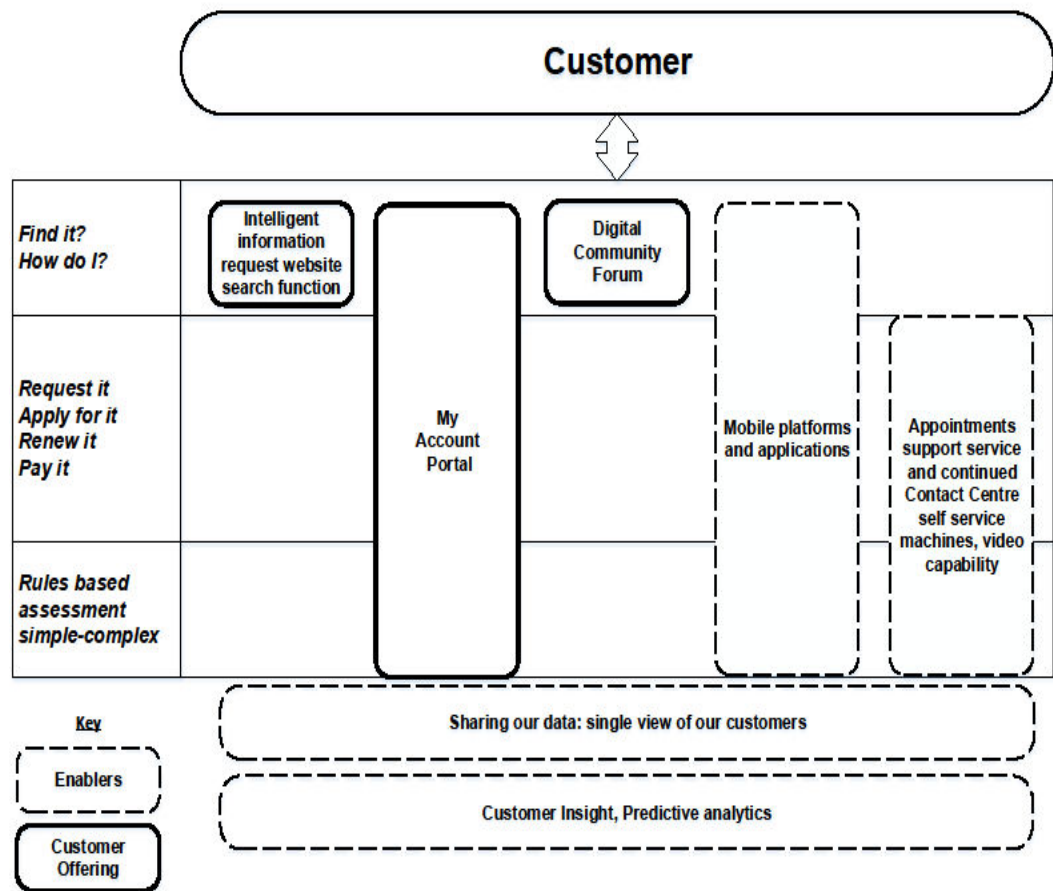


Figure 3 Our Approach to Customer Access

Digital Context

58. For the UK as a whole recent Office of National Statistics figures showed that
- 21 million households (83%) had internet access in 2013.
 - In 2013, 36 million adults (73%) accessed the Internet every day, 20 million more than in 2006, when directly comparable records began.
 - Access to the internet using a mobile phone more than doubled between 2010 and 2013, from 24% to 53%.
 - In 2013, 72% of all adults bought goods or services online, up from 53% in 2008.
 - Broadband Internet connections using fibre optic or cable were used by 42% of households, up from 30% in 2012.
59. The recent City Survey shows that in Southampton:
- 89% of residents use the internet
 - 80% of residents use the internet at least most days
 - 71% of residents use a smartphone
 - 47% of residents use a tablet computer.
60. The high levels of internet access and usage by residents provides us a strong foundation on which to develop and improve digital customer experiences. Our vision for improving the digital customer journey includes the following:

- Intelligent Information Request (How do I, Where do I?)
- My Southampton Portal (Request, Pay, Enquiry, Renew it)
- Digital Community Forum
- Triage
- Data and use of data.

Intelligent Information Request (How do I, Where do I?)

61. We will provide a standard search box for our customers to enable questions to be asked. Using a knowledge based tool the answers will be narrowed down to the specific topic and related pages making it easier for the customer to seek advice and support relevant to their question. As our customer starts to type a question into the box a predicted text will appear providing a drop down menu with other related subjects answers. These capabilities are widely used in the private sector such as Marks and Spencer and Barclays Bank. Once implemented we expect to see a reduction in our telephony contact with our customers.

My Account Portal (Request, Pay, Enquiry, Renew it)

62. We will provide a single place for our customers to access a wide variety of information, make requests and follow up on progress of activities. Our customers will access this information by entering their account details once rather than having to provide their information to multiple different sources to gain access to their account details and track progress of their requests. This will become the My Account Portal. *[A web portal is most often one specially-designed web page which brings information together from diverse sources in a uniform way].*
63. We want to offer a single account for our customers (single ‘sign-on’) enabling them to interface and transact with the Council in the easiest and fastest way. For specific tasks the portal will be integrated to our back office systems enabling a *one and done approach* to high volume activities and transactions.
64. Our portal will have customisable settings enabling the customer to personalise their data, information and alerts. Our customers will sign on once to our portal avoiding the need for numerous login passwords and user names and the use of multiple customer reference numbers. The portal will be informed by our customers during our co-design with them. We will provide our customers with multiple ways of making contact with us, via smart phone applications, assessment portal on their tablet, access from a service point located in a partner or local business location. Our portal will provide fast, easy access to a wealth of information and advice.

Digital Community Forum

65. Our engagement and consultation will become more dynamic using a Digital Community Forum. This will differ from the single customer account, as it will provide information about services to our customers, acting as a short circuit for the Council. We want to encourage and support residents to:
- hold different discussions on topics and services relevant to the local area

- resolve issues between themselves, pass on advice and support to each other without the need to contact the Council
- proactively give feedback on how the Council can improve its services.

Appointments

66. Our appointments based service will be delivered in a number ways, using innovation and technology where possible. We will always provide a face to face safety net for our vulnerable residents. Our customer appointment services will take many forms. We want to embrace technology to reduce the need for customers to travel to our service points.

Data and use of data

67. Open Data is created by a wide range of individuals and organisations. It can include information from sports and event venues, utilities, shopping outlets, transport hubs, charities and the statutory sector, to name just a few.
68. We will adopt an open approach to how we use and share our data with our customers, businesses and partners. Open data also gives insight that has never been available before and this makes it an incredibly powerful resource. When open data from different sectors is combined it becomes a rich resource because it helps to identify new connections. It is through these connections that solutions for improving the lives of people who live, work and visit Southampton can be clarified. The goal would be to bring together in one location a wealth of open data, from which people can discover new information and explore what happens throughout the city.
69. Data sharing is the disclosure of personal information and/or sensitive personal information from one organisation to another, or between different parts of the same organisation. Sharing data potentially enables organisations to provide a better service, which is beneficial to both individuals and society. There are three main cases where the Council may share data:
- Within the Council
 - With a contractor
 - With other organisations or third parties.
70. The Council already operates a range of data sharing arrangements. Work has been undertaken and will continue to ensure that effective data sharing is at the heart of how the Council operates. Transformation requires effective data sharing and it is an area that we will focus on. Data is cleansed so as not to contain personal identifiable information – working within a strong lawful and ethical framework should be a core principle of the project.
71. In addition, accessing and sharing our customer information and data will be key to our redesign. Within data protection law, we will adopt an open approach to how we use and share our data with our customers, businesses and partners.
72. Currently much of this data is published, but is locked away in formats such as PDFs, documents and spread sheets. This data has usually been pre analysed and filtered at great expense in terms of time and expertise, but gets little traffic because it cannot be found or understood readily.

Single Front Door for Adults, Housing and Children's Services

73. The first phase of improvements to customer experiences includes the establishment of a single front door for adults' services, housing service and children's services.

What happens now?

74. Currently there are multiple customer contact points spread across the Council. There is inconsistency in the way customer services are provided and levels of performance are varied. These services and teams are not joined up and the experience for the customer is generally poor for the following reasons:
- It is confusing for customers in terms of where to go for different services.
 - End to end transaction times are often long and complicated with very little first time resolution being achieved. This means customers are often passed around before resolution can be achieved.
 - The amount of effort the customer themselves have to put in to achieve resolution can be significant. Customer effort is now considered a much more accurate way of determining the quality of service than more traditional methods, such as customer satisfaction surveys. Surveys are unduly influenced by factors such as when they take place during the customer journey and the propensity of particular customers to take part.
 - We are overly reliant on traditional contact methods, meaning that many of our customers who want to interact with us on the web are unable to do so and are forced to visit or call us. This has been evidenced by the recent customer insight analysis and is more expensive to our customers and the Council.
 - Performance within teams is highly varied, with as many as 40% of customer contacts going unanswered. Often, this results in customers having to try many times to talk to someone who may, or may not be able to help them.
75. Currently customers may have contact with us many times before the assessment process is complete and this is the initial phase of a much longer customer journey.
76. The proposal is to establish a unified model to initial customer contact, irrespective of the channel chosen (i.e. the web, phone, face to face etc.) by the customer. The scope of this will include Adult Services, Housing Services, the proposed 0-25 Special Educational Needs or Disabilities (SEND) service and the Children's and Young People's Information Service (CYPIS). The rest of services offered by Children's and Family Services are not included as the majority of their initial contacts will be channelled to the new Multi-Agency Safeguarding Hub (MASH).
77. We want to maximise the potential for the single front door to be for wider than Council services. This is one of the key elements of the Better Care Fund, which has highlighted the need for a single front door for all services. We will be exploring opportunities to make it wider than the Council so that it is centred around our customers.

78. The 'front door' refers to the first point of contact a customer has with the Council which covers a number of different channels:

- The web site
- Phone interactions
- Face to Face interactions
- Interactions done by any other channel chosen by the customer e.g. social media.

79. In its simplest form the model will bring together all these elements into a single place with a unified approach to:

- Ensure customer queries, no matter what channel they choose, are dealt with and resolved straight away, or as quickly as possible, applying the principle of do it once and get it right first time.
- In line with the Council's ambitions to become digital by default, move customer interactions online, where possible.
- Ensure the right skills are in the right place at the right time to make the right decisions. This will require the contact centre to be staffed by specially trained staff authorised to deal with customer enquiries. For example, in Adult Social Care, they will also have access to a Senior Practitioner and Occupational Therapist who will work alongside them to give advice when needed.

80. The implementation of the 'front door' is expected to deliver significant improvements for the customer and the Council.

Improvements for the customer

81. For our customers it will be the following:

- For customers who interact with us, the vast majority of their enquiries can be dealt with straight away, removing any issues with having to be passed around to get resolution and confusion about how to make contact with the right team.
- When using the web, they will be able to access their own data at times convenient to them and take control of their own enquiries thus increasing independence and self-reliance.
- When contacting the Council via the phone they will be speaking with someone authorised to resolve most enquiries, who will also encourage use of the web, where this is relevant.
- If interacting face to face, they will have face to face interviews with experts when required, supported to use the web or redirected to the phone. It is of vital importance that those who are able to use the web are encouraged to do so and that those who cannot are fully supported to get their enquiries resolved in the same speedy manner. This will be done through the quick assessment of need and the provision of access to the right level of skills for the customer.
- Reduced effort required to resolve their enquiry as a result of the vast majority of enquiries being resolved at the first point of contact
- Reduced end to end process time that will mean any interventions required will happen faster and ultimately improve outcomes for the

customer.

Improvements for the Council

82. The Council will benefit from:
- Improved customer satisfaction.
 - Greater productivity.
 - More efficient end to end processes to release savings in the back office.
 - Earlier interventions and better outcomes for customers that will reduce long term costs to the Council.
83. All options that have been developed for establishing a single 'Front Door' will deliver the following:
- service specific web portals or online systems that will link in with the corporate website and any corporate portal.
 - processes to be implemented into the 'front door'.
84. Each of the services in scope is at a slightly different stage in development of the 'front door':
- Adults Services and Housing Services are expected to be the first services in the new 'Front Door' by the end of 2014.
 - Further work is needed in the Children and Young People's Information service (CYPIS) and the expectation is that the service will be included in the 'front door' by March 2015.
 - 0-25 (SEND): This is a new service and has not yet been fully scoped and the aim is to include this new service in the 'Front Door' by March 2015.
85. The main options being considered have very little difference in the savings they are likely to offer:
- Do nothing and maintain the status quo.
 - Increasing the scope of existing contact centre managed by Capita.
 - Establish a separate Council managed contact centre.
86. Further work is being undertaken on due diligence, legal property and financial considerations and therefore delegated authority is being sought for the Chief Executive to agree and implement the final option and the associated investment needed to deliver it, following consultation with the Cabinet Members for Resources & Leisure and Education & Change.

Business Support Model

87. Delivering improvements in customer experiences requires our service enabling processes to be fit for purpose and business support is critical to this. We are developing a new model for business support service that is flexible and consistent so that it can meet the varying demands placed on the Council and enable our front line services to support their customers in the most effective way possible. The proposed model covers all business support services for the Council to be managed through a single team.
88. The scope includes all business support and administrative activities, relevant

posts and staff across the organisation (including staff funded through the General Fund as well as the Housing Revenue Account, health and other externally funded posts). In the first phase, we will bring together business support staff currently operating in different teams and different locations into one team, under a single Head of Service, within the Corporate Services directorate.

89. The current position

Currently, business support services are primarily based on each directorate with each service area/team having its own business support staff. This dispersed model gives issues relating to:

- Responding and managing peaks and troughs in demand in a cost effective way.
- Inconsistencies and variations in support offered, job grades, job titles and what staff are required to do.
- No clear career progression and different areas have different levels of business support.
- The opportunities to reduce bureaucracy, improve and simplify our processes and support managers and staff outside of the business support function to do more of their own administration.
- The opportunities offered by technology to modernise how we work and be a catalyst for bigger cultural change.

90. The proposed model is for retaining an in-house model and establishing a central team (the 'hub') in the Civic Centre and a few specialist 'spokes' to provide a service that is appropriate to the needs of the organisation as a whole. It seeks to centralise 'common processes' into one Business Support team, pool specialist business support into centralised teams within strategic locations and where appropriate, embed specialist support within the service area. Service retained in house. The number of staff posts are 355, with an estimated reduction of 83 full time equivalents by April 2015. The details on the budget reductions for this and associated staffing numbers have been included in the budget report elsewhere on this agenda.

91. This new model will change working practices for managers and business support staff and where possible and affordable, technology will be used to automate work e.g. self-service for managers and requests for work. We will be looking at how we do things to see where we can simplify our processes and whether technology can help us to carry out work more effectively.

92. Improvements resulting from the implementation of the Business Support Project will be:

- A flexible, consistent service, able to respond to peaks and troughs in demand.
- More efficient working practices, saving staff time.
- Increased self-sufficiency of staff, as more do their own administration, saving business support staff time.
- Clear career development pathways, and associated training for business support staff, leading to improved staff satisfaction.
- Improved IT literacy of staff outside the business support function.

- A service making increased use of technology and able to change as the Council changes.
93. The key implementation dates for the project are as follows:
- Minimum 45 day staff consultation will commence on 7th July 2014
 - Consultation will be completed by the end of August 2014
 - Service menus, Service Level Agreements and standards will be agreed by mid-September 2014
 - Recruitment begins at the end of September 2014
 - Accommodation in the Civic Centre will be agreed by the end of December 2014
 - New team will be in place by January 2015
 - Testing & reviewing new systems will be completed by the end of March 2015
 - The new service will be launched on 6th April 2015.
94. Following the launch of the new model in April 2015, further work will be required. Delegated authority is therefore sought to implement the next phase of the Business Support project.

Infrastructure work stream

95. Our Infrastructure work stream will focus on the entire enabling infrastructure we need to deliver our new business mode and cover HR, Finance, Innovation and ICT, Procurement, Property etc. It will design and implement the following:

Staff

- New ways of working to enable our workforce to work independent of location. We will enable our workforce to work differently in a collaborative environment using multiple social media formats, e.g., instant messenger, SharePoint, Yammer etc. We want to create an environment of sharing knowledge in an open and transparent way, which in turn will regain productivity.
- New frameworks for performance, skills, competencies and training and development

Property

- Review our current property portfolio to generate more income.
- Reduce our office accommodation significantly.
- Incorporate the work currently underway relating to the Council's property strategy.

Procurement

Improve how we commission, procure and contract management across the organisation and this work stream is responsible for overseeing leading activity in this area. This work stream will deliver cashable savings from buying smarter.

Innovation

We want to deliver all the underpinning technology and innovation required to delivery our new business model.

Role of the Councillor

A work stream will be established within the New Ways of Working programme to support all councillors in responding to changing needs and expectations of residents, the changing roles of councillors, for them to be fully engaged in the changing Council and in the ongoing development of the role of the 21st Century Councillor. Areas of work include:

- Support in terms of ICT hardware, information management.
- Support in understanding the changing needs and demands of our customers.

Service Design work stream

96. This work stream will focus on reviewing and redesigning the services we provide to our customers with our providers, partners and communities. It will:

- Explore and extend commissioning processes and principles within the Council.
- Undertake a review of what services we will continue to deliver and the best delivery models such as co-operatives and mutuals, commercial partnerships, community arrangements, joint ventures etc.
- Ensure delivery of the new business model for services.

Governance and Delivery

97. We will develop a knowledge rich, dynamic and agile resource team focused on programme delivery using expertise when appropriate to challenge our thinking, create innovative solutions and help accelerate our delivery. We will empower our staff and services users to co-design our new functions making them part of the solution to underpin ownership of the new model moving forward.

98. The governance of our transformation programme is cross cutting to reflect the fact that we need to join up across our organisation to design our services in an integrated way for our customers. The governance reflects the 3 work streams detailed in this report, supported by Business Intelligence and Assurance.

99. We will ensure the programme is:

- Accountable – through robust programme governance and leadership vision.
- Collaborative – all Cabinet, the Council's Management Team and Heads of Service will own the design of the new business model.
- Engaging – all councillors, managers, employees, customers, partners and unions will be aware of our plans and their role.
- Open – we will be transparent and open in our communication, speaking with one voice that represents one Council.
- Aware – using external expertise and knowledge to alert us to best practice and keep us up to date with other organisations experiences and learnings.
- Focussed – driving hard to meet the challenging time scales with outcomes and outputs clearly defined.
- Delivered – transformation will be delivered by the whole organisation as

a single programme of change.

100. The following elements are key to the success of the programme:
- Proper resourcing and appropriate investments, drawing on internal capacity and skills.
 - Completion of the programme by October 2017.
 - Ensuring all decisions are based on sound business cases.
 - The implementation of an effective communication and engagement plan to ensure awareness, understanding, ownership, buy in and to underpin delivery.
 - Continued close working with our partners to join up delivery and maximise benefits and outcomes, such as the work on Better Care Fund.
 - Continued focus on delivering agreed transformation projects that underpin savings for 2014/15 and future years that are currently underway, including the work programme currently being implemented by the Integrated Commissioning Unit (ICU) to secure savings and efficiencies for health and social care services.
 - Continued review of Council services that are not included within the ICU's work programme, against the new operating principles.
 - Strong buy in and engaged leadership.
 - Active engagement by Members providing strategic direction, robust challenge, peer reviews and helping in the shaping the delivery.
101. The governance arrangements are outlined in Figure 4.

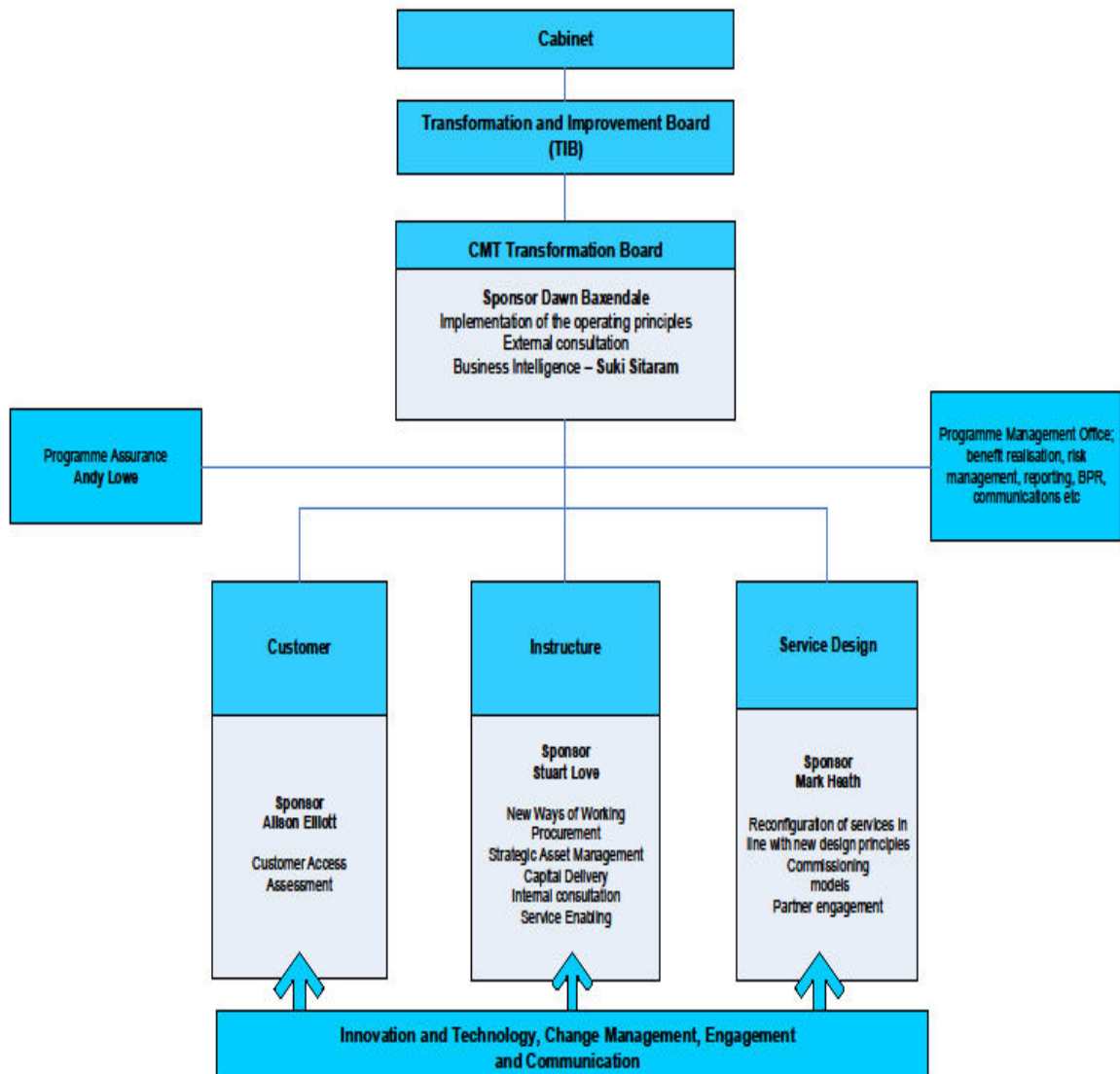


Figure 4 Transformation Programme Governance arrangements

Business Intelligence

102. Our Business intelligence work will focus on delivering the right information needed to run the Council and to design the right services for the future. Much of the work will be done in partnership and will cover:

- A new balanced score card supported by the developing performance management system.
- Insight, Research, Intelligence
- Strategic needs assessment
- Horizon scanning, Strategy, Policy and Business Planning

- Future modelling and improvement
- Engagement and consultation
- Streamlined support to Strategic Partnerships
- Scrutiny.

Communications and Engagement

103. A comprehensive communication and engagement plan is being developed and implemented, which identifies key stakeholders and enables coherent, open, consistent and transparent communication throughout the programme. We will use a range of communication channels including our refreshed website and social media.

Managing risks and using learning

104. Our Risk Management Plan will be a dynamic document which we will use and review continuously. We want to learn from our experiences of transformation both past and future. We will conduct robust ‘lesson learnt’ reviews at key stages to help mitigate risks moving forward. We want to proactively learn from other organisations, including councils that have delivered Council wide transformation programmes. This will help us to take and adopt what went well, in order to accelerate our delivery and what could have been differently to help inform our implementation plan.

RESOURCE IMPLICATIONS

Capital/Revenue

105. The capital and revenue implications of individual decisions to implement the transformation programme will be considered as part of the decision making process for each decision.

Property/Other

106. The property related implications of individual decisions to implement the transformation programme will be considered as part of the decision making process for each decision.

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

107. S1 Localism Act 2011, S101 Local Government Act 1972.

Other Legal Implications:

108. Detailed equality and safety Impact assessments and consultation plans will be developed and implemented as necessary for each aspect of the programme and will be made available for consideration by Members.

POLICY FRAMEWORK IMPLICATIONS

109. Draft Council Strategy 2014 - 2017

KEY DECISION? Yes

WARDS/COMMUNITIES AFFECTED:	None
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SUPPORTING DOCUMENTATION

Appendices

	None
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Documents In Members' Rooms

	None
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Equality Impact Assessment

Do the implications/subject of the report require an Equality Impact Assessment (EIA) to be carried out.	No
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Other Background Documents

Equality Impact Assessment and Other Background documents available for inspection at:

Title of Background Paper(s)

Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)

1.	None	
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