

Transforming Bury

The transformation strategy for Bury Council



Transforming your council

March 2011

Bury
COUNCIL

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Foreword

We need to change!

There is no doubt that local authorities are facing some of the greatest financial and organisational challenges since their inception in 1974. These include:

- A 30% cut in revenue grant for local authorities
- Central government seeking to reverse a culture of dependency on local public services
- New proposals in the Localism Bill giving greater power to communities
- Continuing increases in demand for statutory services arising from both an ageing population and increases in child protection referrals.

This Transformation Strategy sets out a clear way forward for how the council will meet these challenges, take advantage of opportunities such as community budgets and public sector reform and ensure it is 'fit for the future.'

Ahead of introducing the Transformation Strategy there is the setting of the budget for 2011-12 in the face of a £14.4million reduction in funds, on top of the £5.4million central government grant funding we lost in 2010-11. This has been an extremely difficult process. We have had to make some tough decisions which will impact on both communities and staff. Whilst we have tried to secure the reduction in staff required through voluntary means, by offering schemes for voluntary severance or early retirement, unfortunately we have also had to make a number of compulsory redundancies.

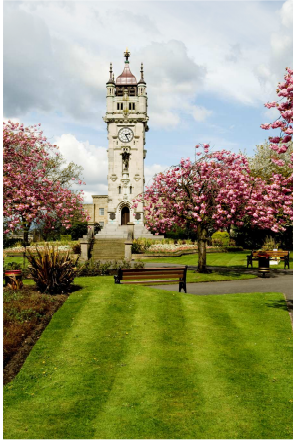
This is absolutely no reflection upon the quality and commitment of our employees – I personally see and appreciate the effort and pride they take in their jobs everyday. However we currently spend around 70% of our budget on staffing costs, and we simply can not make the level of spending reductions required without reducing staff numbers.

There is no doubt that fundamental change brings with it difficult decisions, but we can't 'opt out' of change, to do so would be to do a dis-service to our residents, communities and staff.

This Transformation Strategy sets out to undertake a fundamental review of the council, what it does, how it does it and what it could do differently in the future to meet community needs and deliver its strategic vision. It is about recognising and assessing the whole range of challenges and opportunities we face and ensuring we are in the best shape to address them and get the best results for Bury. Asking ourselves searching questions and developing new solutions is the only way we can make sure we can continue to make a positive contribution to people's lives and be proud of who we are and our future role in supporting our communities.

Councillor Bob Bibby
Leader of the Council

1.0 Transformation – the need for change



1.1 Bury is a great place to live – we know this because 80% of our residents are satisfied with their local area as a place to live¹. Our schools are successful and many are over-subscribed. It is widely acknowledged that compared with similar size councils, Bury is a low-cost, high-performing organisation.

1.2 We are, and rightly so, proud of our achievements as a local authority leading improvements for the communities we represent right across the borough. The positive contribution we are able to make to people's lives, both as individuals and in communities, is, for us, a key reason to be proud of our organisation and our achievements.

1.3 Yet we know there are significant challenges ahead:

1.4 **Financial Challenges** - The coalition government has clearly stated that reducing the country's structural deficit is its top priority. Achieving this means a scale of reductions in public spending that we have not seen before. All public services, including the NHS, police and fire services are affected, alongside local authorities, meaning the scope and nature of public services will radically change over the next four years. This poses a significant risk to the ability of the council to properly and competently discharge both its statutory and community leadership duties.

1.5 Some of the future funding allocations to public services were included in the Comprehensive Spending Review announced in October 2010 which covers the four year period 2011-12 to 2014-15. Key messages nationally from the review include:

- A 28% reduction in formula grant over four years
- An additional £1 billion for adult social care
- £4 billion of specific grants transferred to mainstream formula grant
- Reduced ring-fencing of grants.

¹ The Place Survey 2008

- 1.6 The authority's interpretation of the spending review and its assessment of likely costs and income for the next four years meant that we originally forecast savings requirements as shown in Table 1 below:

Financial Year	Cash Savings Requirement	Cumulative Savings Requirement
2011 – 2012	£12.2 million	£12.2 million
Transformation Programme		
*2012 – 2013	£7.0 million	£19.2 million
2013 – 2014	£4.1 million	£23.3 million
2014 - 2015	£5.7 million	£29.0 million

Note: * Commencement of the Transformation Implementation Programme.

Table 1- Original Savings Forecast

- 1.7 As part of its long-term budget planning the Council identified an initial savings requirement for 2011/12 of £12.2m. Changes announced as part of the final national grant Settlement meant that we lost an additional £2.2m of grant so in total the budget had to be reduced by £14.4m. In an effort to protect front-line services and minimise job losses a number of cost saving measures have been identified. These include freezing pay increments, three days unpaid leave for all employees, putting a stop to new borrowing and negotiating reductions in payments to the Waste and Transport Authorities. As a result this has brought down the budget shortfall to £9.6m of which £8.4m has to be found through the original Departmental savings requirements.

Financial Year	Cash Savings Requirements	Cumulative Savings Requirement
2011 – 2012	£14.4 million	£14.4 million
Transformation Programme		
2012 – 2013	£8.2 million	£22.6 million
2013 – 2014	£4.1 million	£26.7 million
2014 - 2015	£5.7 million	£32.4 million

Table 2- Revised Savings Requirement

Revenue Budget

- 1.8 At the same time as a reducing grant settlement, increasingly the council is confronted by costs for services which are unscheduled but for which funding has to be found because the service statutorily has to be supported. For example, the budget for child protection and looked after children is under significant pressure, as the number of children subject to child protection plans or taken into care has increased by 45% since the beginning of the financial year.
- 1.9 These savings have to be made from a controllable revenue budget of £100m. This scale of reduction is unprecedented, and heavily front-loaded to 2011-12. It will not be possible to achieve these levels of savings through the council's traditional budget-setting process. Currently the £100million is spent as shown below:

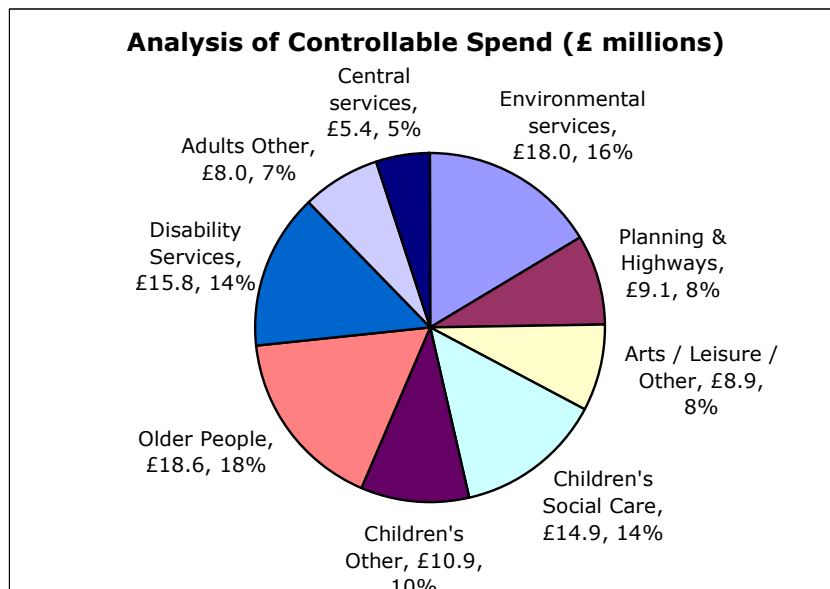


Figure 1: Analysis of controllable spend (£ millions)

Capital Expenditure

- 1.10 Capital resources are under similar pressure. The council delivers a capital programme each year to enhance/expand its asset base in line with corporate priorities and residents' needs. Traditionally, the programme has been primarily funded through external borrowing and sale of assets; this places an ongoing revenue burden on the council in respect of principal and interest repayments.
- 1.11 The capital programme for 2011-12 and future years will be much reduced as the council seeks to end the reliance on borrowing, in order to minimise the impact of repayment costs on the revenue budget, and as the ability to generate capital receipts is hampered by market conditions. For 2011-12 the initial programme is expected to be around £16.3 million. (£28million in 2010-11)
- 1.12 **Our Changing Customers Our Changing Customers** - Bury's population is currently 182,600, but is forecast to increase to 193,000 by 2022. Bury is forecast to have 10,000 more people aged over 65 by 2025, with other large increases in the 0-14 population (circa 2,000) and 25-35 year olds (circa 4,000). We need to understand the implications of these population changes for all our services, eg those for older people, schools and leisure opportunities. For example the increase in the number of older people, and as life expectancy increases, will mean a significantly-increased demand for services to support older people. We are already meeting increased demand through changing working practices, but need to ensure that we are in the best shape to do so in the future.

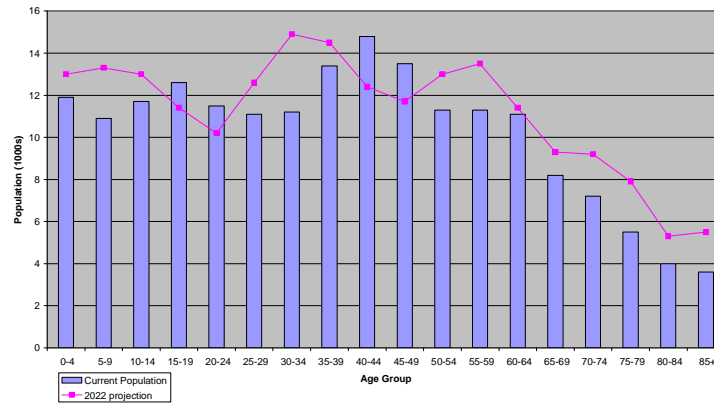


Figure 2: Comparison of Age Profile

1.13 **Growing Expectations** - The expectations of what local authorities, and the wider public service, can and should get done on behalf of communities and individuals has increased exponentially over recent years. Some of this has been driven by central government, again often accompanied by ring-fenced and time-limited grants as they have sought to address the complex social problems within communities. Examples of this include new responsibilities and/or statutory duties to address anti-social behaviour and reduce teenage pregnancy. Whilst local authorities have often welcomed and recognised the role they have to play in these issues, the result of this has too often been a 'responsibility shift' from the individuals and their communities to the local authority.



1.14 An example of a long standing expectation is littering. The council does not drop litter, but is constantly criticised for not keeping the streets clean and often there are calls for more street cleaners to be deployed. The costs of these services are, in effect, an extra and avoidable cost on local tax payers. The real long term solution is for littering to become an unacceptable practice and in that way, littering would reduce along with the cost to the local tax payer.

1.15 Conversely, there have been great improvements in customer services, both in terms of availability and quality, within the private sector. Being able to communicate to your bank 24/7, book holidays on-line and have groceries delivered to your home, has meant that individuals have the same expectations about access and how they can transact with public services. It is right that we set out high standards of customer service, but they have to be deliverable, affordable and proportionate to the needs of customers. There is little to be gained in promising much and delivering little.

1.16 Aligned to growing expectations about the role and function of public services, there has been an increasing dependency on public services by a small proportion of our most vulnerable population. There is also an unreasonably high expectation of the range of council services available to communities when local interventions could prove to be more successful and sustainable in the long term. For example, in very localised cases of low-level neighbour anti-social behaviour incidents where individuals could, but haven't, tried to resolve matters informally between themselves having automatically turned to the council to resolve the issue. There is a need, therefore, to appropriately re-balance responsibilities and rights between the individual and the state.



- 1.17 The personalisation agenda is leading some of the changes happening in social care today and remains at the heart of the coalition government's vision for the future. The development of personal budgets, and ensuring that social care clients have the choice and control over how their support is undertaken provides the council with valuable learning on how to deliver these principles across a wider agenda. The Department for Communities and Local Government indicates on its website that 'Local government plays a vital role in representing the interests of its citizens, delivering and commissioning local services and promoting the Big Society'.
- 1.18 Bury Council will play a vital role in leading change and driving action to empower people and develop strong communities who will work together to maintain independence. We recognise that where the council is needed, it should be to help people retain and regain independence. This will mean whole systems change across health, social care and other partner agencies.
- 1.19 These challenges to the traditional way and types of services that are offered to people and communities mean that the time is now right to define what a 21st century council should aspire to be to best serve its many and diverse communities as we look to residents and communities to do more, for example in encouraging and enabling community groups to self manage a range of existing key services and develop new approaches.

2.0 The Council's vision and outcomes.

2.1 The council's vision² sets out a clear role for Bury Council:

"To lead, shape and maintain a prosperous, sustainable Bury that is fit for the future."

2.2 Exploring and understanding the vision means:



2.3 **Leading:** To provide civic leadership on behalf of all Bury's diverse communities by promoting and supporting personal and community responsibility and putting community needs at the heart of the decision-making process.

2.4 **Shaping:** To shape services to meet community needs by commissioning services that draw on the expertise and skills of the

public, private and third sector to meet community needs.

2.5 **Maintaining a prosperous, sustainable Bury that is fit for the future:** To maintain, through partnership working, an appropriate level of universal services in the borough to meet the needs of all Bury's communities and an environment in which the needs of the most vulnerable individuals and communities can be met by the public, private and third sector working together in partnership.

2.3 The council's outcomes set out what the council aims to secure for its residents. These outcomes are not about setting out the long list of prescriptive sets of national performance indicators we have had to seek to improve to demonstrate our effectiveness to national government and a range of inspection authorities. Rather it is about stating how we know what a prosperous and sustainable Bury will look like in the 21st century. These outcomes are to:

- Reduce inequalities
- Improve life chances for the most in need
- Increase satisfaction with Bury as a place to live.

² The Bury Plan 2010-2013

3.0 Current Form and Function of the Council

3.1 The democratic design of the council means that we have 17 wards, each with three councillors – a total of 51 elected members to provide governance, decision-making, local representation in the role of community champions for the authority. In understanding the role of community champions, it has to be clearly understood that whilst councillors recognise and support their responsibilities as an employer to their employees, their primary responsibility is to the residents and communities of Bury.

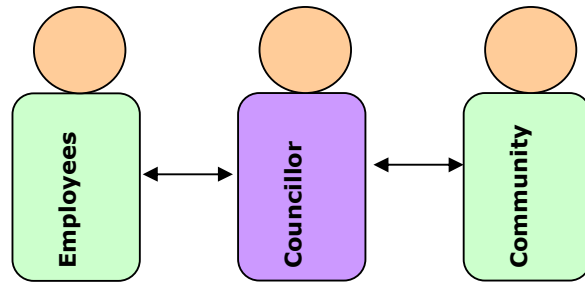


Figure 3: Councillors role

- 3.2 Local elections in Bury take place on an annual cycle for three years, with no elections in the fourth year. In each of the three years that elections are held, political control of the council can change.
- 3.3 The council currently has over 100 separate services or business units, covering a wide range of functions. These services have been designed to meet a variety of needs, ranging from statutory duties that the council has to do, to services set up, often using ring-fenced targeted grant funding, to deliver a new policy, function or time-limited project. The current form of the council has developed around these services, often in an organic way, and as a 'best fit' with the existing form. It is fair to say that if the council was being created as a new organisation in 2011, it would look very different to the way it does now.
- 3.4 In setting out to transform the council, our existing strengths and innovation in services will be key:
- 3.5 **Sound Financial Management** - The council has a robust approach to budgetary control; the process is embedded into the culture of the organisation, and there is a clearly understood budgetary cycle which reports regularly to staff, management and elected members. Budgetary control will be paramount going forward as the organisation is subject to considerable change and will have to be better-informed by understanding predicted demand cycles and provide cash-flow flexibility.

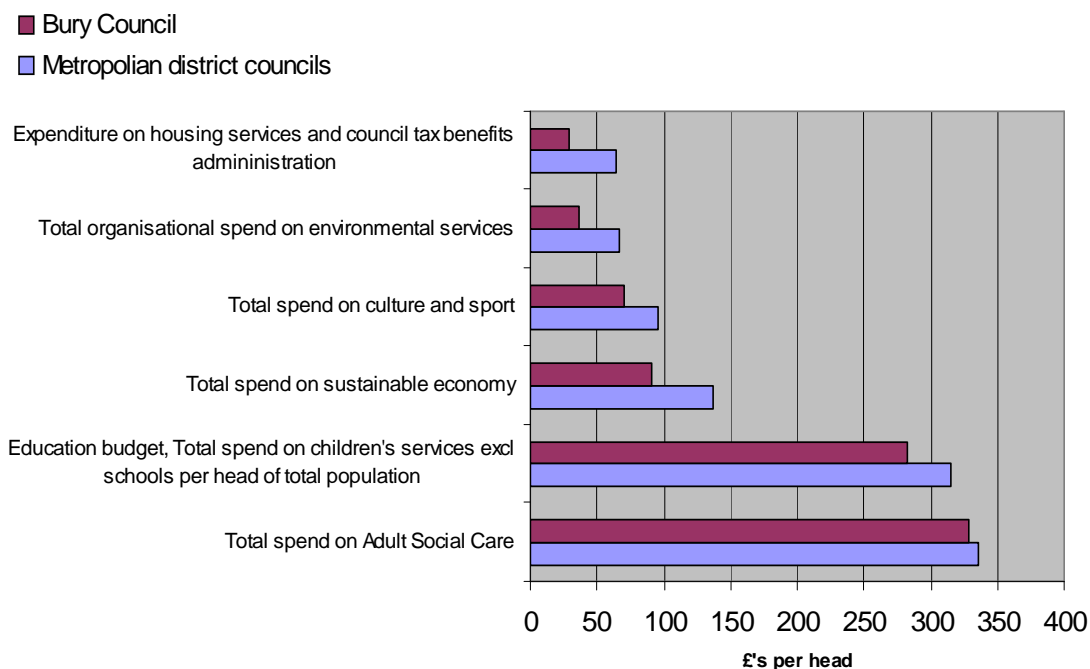


Figure 4: Gross spend per head of the population. Source: Audit Commission Value for Money Profile

- 3.6 **Achieving Value For Money** We are a low-cost authority compared to other metropolitan boroughs. Whilst this demonstrates good value for money, the downside is that the council is already starting from a low-cost position, and has less scope to make cash savings than authorities with more expensive cost bases. Nevertheless, the council will continue to drive efficiencies out of spend and processes, ensuring the maximum benefit for its investment.
- 3.7 **Effective Procurement** The council has significant purchasing power, spending over £137 million on goods, services and service placements per annum. Significant savings have been achieved to date through collaboration, product standardisation, and improved tendering/contracting arrangements eg IT, mobile phones and stationery and in some areas we obtain the lowest unit costs in the North West. Lessons learnt from these practices will be applied to other areas of council spend.
- 3.8 **Use of Technology/Review of Business Processes** For many years the council hosted major IT applications on its mainframe. The mainframe no longer exists and many new server-based applications have been developed covering key applications, eg finance (Agresso) and human resources (Trent). Development and enhancement of these systems is an ongoing process. Having invested in IT systems, it is essential that business processes are reviewed to streamline processes, remove duplication, and ultimately offer residents a better service and deliver savings for the council. There will be a new ICT strategy to support new ways of working.
- 3.9 **Access Channels** Communication channels are shifting; where residents would have communicated with the council by letter or phone, web-based contact is now a preferred option for many. The council has invested in

this area for a number of years, developing web-forms, council information points and a customer contact centre. These initiatives mean that transaction costs have reduced and customers are receiving an improved service. The council is currently rolling out web-based self-service to a wider range of services, utilising the opportunities offered by the development of the new council website.

3.10 Community and Voluntary

Activity Bury already has a strong and active community and voluntary sector. Many Bury residents give their time freely to support community activities and more than 100 sports facilities are self-managed by the clubs and communities that use them. Some of our parks and other facilities have well-developed 'Friends' groups that play an active role in the management and promotion of these facilities, increasing the impact of council investment. These models offer a way forward for local community facilities to be owned and/or managed by the communities that know them best.



3.11 Stimulating Economic Growth Bury's track record in working with the private sector, attracting their investment and commitment to the borough, and supporting local businesses, means we have a strong business base on which to build in delivering the Transformation Strategy.

4.0 Seven Principles for Transformation

- 4.1 The Seven Principles for Transformation set out a clear statement of how we will reshape Bury Council. They mean that we should, wherever possible, seek to be an enabling council, helping individuals, families and communities to take responsibility and help themselves, whilst maintaining support for those individuals in our communities who are in severe need or vulnerable.
- 4.2 Our transformation principles call for a critical examination of where we intervene to improve outcomes, both for individuals and universal services. At present our services and resources are very focussed on a small proportion of the population and intervening at 'crisis' stage or when our residents' needs are complex.
- 4.3 The transformation principles are illustrated and explained below:
- 4.4 **Putting Residents' Needs First** - Transforming Bury is about putting our residents first, whether you call them customers, clients, users, it is about how we understand what matters to them and how we meet their needs. We will put the the family, young people or individual adults first and not the organisation.

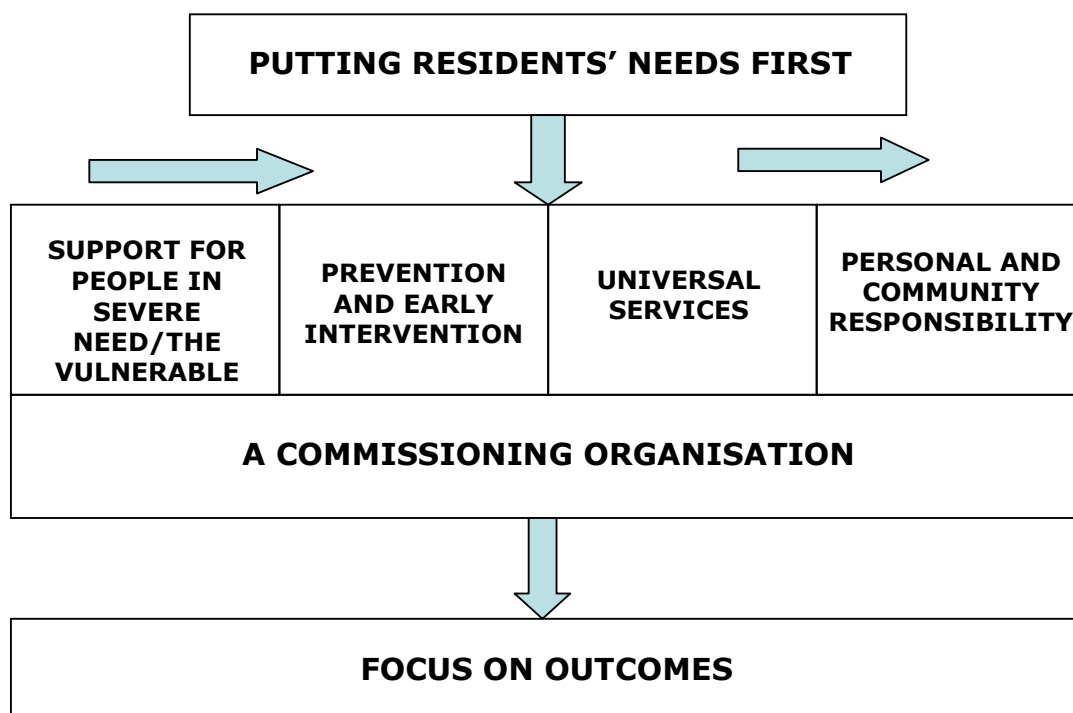


Figure 5: Transformation objectives and principles

- 4.5 **Personal and Community Responsibility** – We need to start to examine our relationship with our residents and question some of the responsibilities that are currently placed at the council's door. In ensuring that Bury is prosperous and sustainable, what responsibilities do individuals, families and communities have? In what circumstances is it

right and proper that public services intervene and when should individuals, families and communities take responsibility for themselves, either individually or collectively?



- 4.6 **Support for People in Severe Need/ the Vulnerable** It is right and proper that as a local authority we focus on the most vulnerable adults and young people in our community, and ensure they are supported to live meaningful lives and kept safe from harm. In Transforming Bury we need to ensure that we continue to focus on our vulnerable adults and young people and support them in their everyday lives.
- 4.7 **Focus on Outcomes** – We have to focus very clearly on what we want to achieve, and understand and be ready to think differently about how we achieve it. Our focus for the future will be on improving key outcomes for our communities not on nationally-set performance indicators or targets.
- 4.8 **Prevention and Early Intervention** – We all know that prevention is better than cure, that waiting until our families or communities’ problems become critical to intervene is a false economy – it costs more both financially and, more importantly, to the individual’s wellbeing too. It is also less likely to bring about a successful and sustainable outcome than either prevention or early intervention. Transforming Bury has already commenced in many parts of the council which we will build on, it will challenge our current organisational and financial structures, and those of central government, in understanding and facilitating investment in prevention and early intervention.
- 4.9 **Universal Services** - Every household in Bury pays council tax and in return has an expectation of the range of services they will receive. We need to understand what that range of services will look like in the future, and what the appropriate service delivery level and geography is.
- 4.10 **A Commissioning Organisation** In recent years we have made great strides forward in the development of commissioning in certain areas. Commissioning means, quite simply, securing the best outcomes for our residents. It offers great opportunities, but needs to become the way we work right across the organisation. Commissioning is an option that could enable the council to focus on securing improvements. Commissioning, and de-commissioning, will lead to services being delivered differently, by the council or other organisations, or, in some cases, based on sound evidence and assessment, not at all.
- 4.11 The council is rightly proud of its record in providing value for money services with its own employees who have extensive experience and wide appreciation of public service. All models of delivery will be assessed, including actively considering the continuation of in-house delivery, alongside other options.

5.0 What Does a 21st Century Council Seek to Achieve?

5.1 In delivering its vision, it is right and proper that the council is the “place-shaper” for the borough of Bury. Democratically accountable, the council has to discharge its responsibility of community leadership and make sure Bury is the kind of place where we all want to learn, live and work. In leading the borough we need to make sure we understand the needs, expectations and wishes of our residents, and be clear about the aspirations we have for the borough. Making sure this happens is of equal importance.



5.2 Alongside this is a legislative framework which sets out for the council:

- Statutory duties – what the council has to ensure is done.
- Statutory powers – the council can exercise these powers in order to deliver its vision. The wide-ranging ‘well-being’ power, introduced in the Local Government Act 2000 means that the council has a discretionary power to promote or improve the social, economic, and environmental wellbeing of their area.
- A proposed ‘General Power of Competence.’ The Localism Bill proposes this power which is intended to give local authorities the ability to act in the best interests of their communities, even if specific legislation does not give those authorities the power to take the action they intend. Thus, no action – except for raising taxes - will be beyond the power of local government, unless that action is prevented by law.

5.3 In developing the role and function of a 21st century council we need to understand how we can support and enable the majority of our residents to help themselves. Our role should be working with individuals and families to guide and assist them to find solutions or services, rather than providing services for them. We are not serving our residents or communities well if we take their power, responsibility and self-determination away from them.

5.4 In being an enabling council, however we do need to ensure that we have safeguards in place to support our most vulnerable young people and adults.

6.0 How Can We Transform?

- 6.1 In seeking to transform what we do and how we get it done, the council has opportunities which it needs to assess, maximise and utilise. Transformation means looking critically at how we utilise these opportunities to shift from where we are now to where we want to be. This will mean that we stop doing some things and have to make other difficult decisions such as the level of risk the council is prepared to carry.
- 6.2 A fundamental and objective review of each of our services will be undertaken, against clear criteria, to inform this decision-making. The Service Transformation Assessment Reviews (STAR) will help us to understand why we do what we currently do and what we need to do or ensure gets done in the future and achieve any agreed savings requirements. This process has already started and services included in the first two phases are listed below:

Phase 1	Phase 2
<ul style="list-style-type: none">• Communications, Marketing and Consultation• Financial Assessment and Means Testing• Learning Disabilities• Organisational Development and Training• Parks and Open Spaces• Safeguarding	<ul style="list-style-type: none">• Environmental Services• Finance• Highways• Human Resources• Income Billing and Collection• Leisure• Libraries• Working with the Third Sector and Communities

Table 3: STAR Reviews

- 6.3 Each STAR review will assess a service, cross-cutting theme or function against the criteria included in the diagram below. As STARs are completed, they will have had consideration of a range of management and delivery options for each service in order to achieve the model which best meets the Transformation Principles. The draft proposal will be published for consultation with residents, staff and trade unions (see Transformation process on page 16), prior to any decisions being taken.

Equality and Cohesion Impact Assessment

- 6.4 The equality and cohesion implications of draft proposals will also be assessed through the council's Equality and Cohesion Impact Assessment process. The first of these reviews is expected to be published in draft for consultation during the summer and in good time to inform the 2012-13 budget planning process.

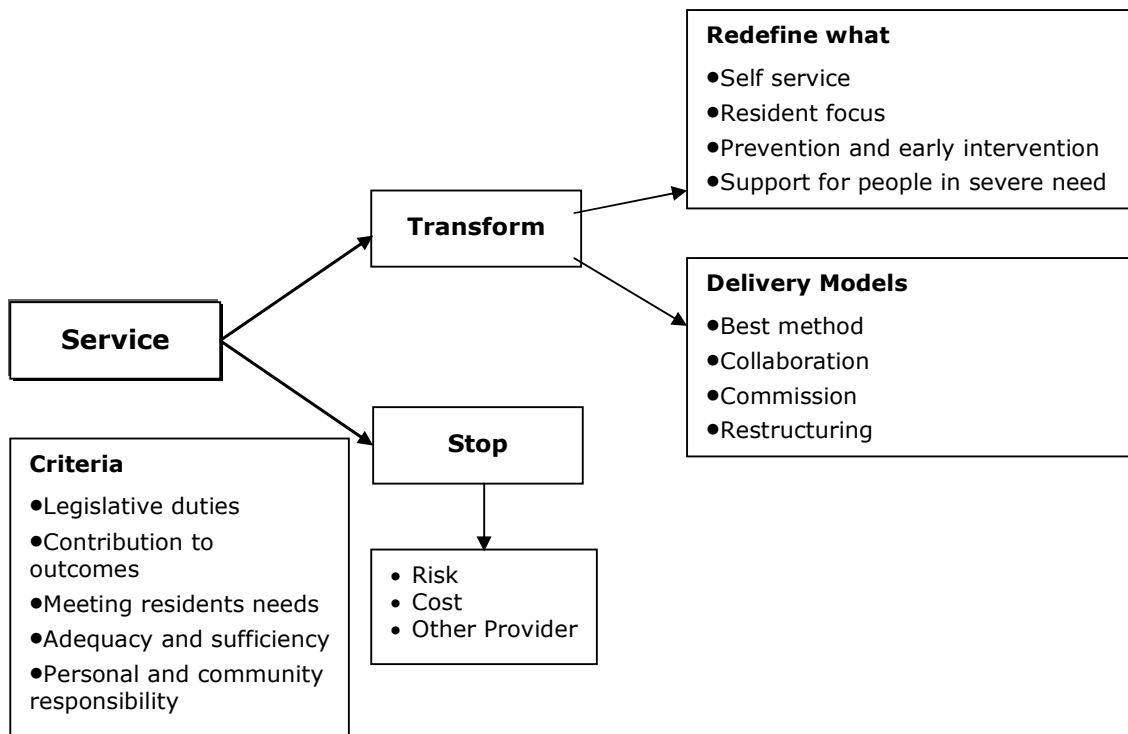


Figure 6: Transformation assessment process

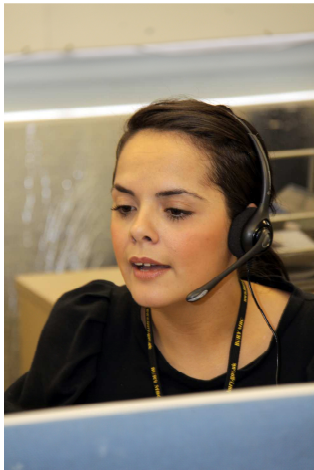
Developments/Opportunities

- 6.5 There is also a range of developments and opportunities that will both inform and assist our transformation:
- 6.6 A Combined Authority for Manchester - The Manchester Combined Authority will be established from April 2011 to co-ordinate transport, regeneration and economic development functions and to oversee the performance of the new devolved powers. These include a number of reforms relating to transport, skills, post-16 education, economic development, low carbon and early years development giving the Manchester City Region more of a say in its own destiny.
- 6.7 **A Vibrant Community and Voluntary Sector** – Historically, we have invested in the development of our local community and voluntary organisations and need to explore the opportunities to work in new and different ways to encourage communities to take more responsibility for their areas and neighbourhoods.
- 6.8 **Public Sector Reform and Community Budgets** – The agenda for public sector reform means new relationships/partnerships with other partners, eg co-location and transfer of functions. In particular the significant changes to the NHS presents opportunities for new partnerships and new ways of working. With our public sector partners, we can start to examine how we use all our resources to achieve our outcomes, addressing some of the barriers to shifting to prevention and early intervention. Community budgets will be piloted in 16 areas, including Greater Manchester, for 2011-12.

6.9 **Collaboration** - The benefits of collaboration are well documented – primarily the ability to achieve economies of scale, and share/integrate services and/or risk. The council is exploring a number of collaborative opportunities that have the potential to add value and bring about sustainable benefits for Bury, including efficiencies. It is important that the council adopts an approach that works for Bury, in both financial and operational terms.



6.10 **New Pathways** for individuals, families and communities to access prevention and early intervention advice and opportunities, thereby reducing the need for crisis intervention. The council’s customer service strategy will set out how we can widen and facilitate access to these services, for example through the web and improved opportunities for self-service.



6.11 **Workforce Strategy** As the nature of council services changes, so too does the profile of the workforce. It is likely that we will need a different skill set from our employees as we move from service delivery to negotiating agreements, commissioning and procuring services and developing communities. The Workforce Strategy needs to ensure that the council has the right staff, in the right place, at the right time. Working patterns will need to become increasingly flexible to respond to service demands. Likewise there will be a greater emphasis on agile working; offering benefits to the services, the organisation and the individual.

6.12 **Income Generation** The focus of the Comprehensive Spending Review is on cost reduction. However the ability to generate sustainable additional income should not be overlooked. The council needs to review its current charging policies, reasons for charging discounts and exemptions, with a view to generating more income (but remaining mindful of price sensitivity). The following safeguards need to be considered:

- **Legality** – it is likely that councils will be given greater powers in this respect
- **Certainty** – we cannot build a budget strategy where income levels are high risk, uncertain or prone to market forces. Nor can we initiate grant-funded activity where the sustainability of the activity is not secured at the outset.
- **Longevity** – equally the budget strategy needs to be sustainable in the medium to long term; reliance can not be placed upon one-off receipts.

6.13 **Asset Management** There is a significant portfolio of public sector assets within the borough. The council alone manages an asset portfolio worth over £700 million. Key assets include the council's housing stock, schools, highways, and parks/open spaces. Some assets generate significant income for the council whilst others are essential to the fabric of the borough, for example highways. Planning for the future use and /or release of assets should be taken on a wider 'public sector' approach with our public service partners in Bury. It is essential to identify those assets that are under-performing financially or operationally, and where appropriate to seek alternative uses, disposal or transfer to a third party. Future spending on assets should be on a strict invest-to-save basis where capital investment leads to revenue savings / income generation.

7.0 Future form and function of the Council.

7.1 There are some difficult questions to be asked in understanding what we need to look like in the future. When we set out what we will continue to do or ensure gets done, we need to consider how we would be best structured to do this:

- How is the need for local democracy, accountability and governance best-served?
- How do we **create a resident-focused organisation?** One way is to look again at the functions of the council – where we are supporting individuals or families, how do we do that? Where we are supporting the wider infrastructure or environment within the borough, how do we do that?
- What do we need to have in place to **ensure we function as an effective organisation** to support resident-focused services? How do we ensure these functions are proportionate to need, and that they both direct (in terms of policy and strategy) and serve (as an effective business partner) the resident-focused services of the council?
- The council needs to consider **its role in the marketplace:**
 - Does it take an entrepreneurial approach, and seek to compete with other providers, even when a mature market exists? This is increasingly difficult given the fixed overheads a local authority carries.
 - Or, does the council only step in to secure services in the case of vulnerable people who cannot access the market, or in service areas where no market exists?
- When deciding which services to ensure delivery of the council needs to have a **clear understanding of the risks involved.** It may be that the council is spending large sums of money in relatively low-risk areas. Likewise, there needs to be a clear understanding and acceptance of risk when the council decides to reduce or cease services. The council needs to establish its risk appetite – what is an acceptable level of risk ?
- Our thinking is clear, if we are about supporting individuals, families and the wider community infrastructure, then we should put in place an organisational structure that reflects more closely the way in which these customers access services from the council. These structures are



beginning to emerge in an organisational framework that groups services around “people”, “place” and “corporate centre” with the former two service groupings having responsibility for frontline services. In Bury the approach may look like this:

People Services (Supporting individuals and families)	Place Services (Supporting the community infrastructure)	Corporate Core Services
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Table 4: Possible future organisational framework

8.0 The Way Forward

- 8.1 The need for change is clear. We cannot rise to the challenges of the future in our current form, nor can we continue to function in the way we have always done. This next section sets out a proposed direction of travel, a route map to identify how we move from where we are and where we want to get to and what form and function the council will be like at the end of that journey.
- 8.2 It is clear that this strategy will be a key document to provide leadership, instill confidence about the future and create a dynamic process of planned change through an inclusive engagement process. These are the clear messages of this Transformation Strategy to help us all understand our direction of travel:

8.3 Transformation Programme Commitments

- 1 In meeting the needs of residents the council will start with the assumption that directly delivering services is not the only option.
- 2 As each service is reviewed, new ways of delivering that service will be considered using the objective criteria set out in the Transformation Toolkit.
- 3 Each STAR review will consider a range of options for providing the service in the future. These include commissioning, continued use of in-house provision, self-management by community or voluntary groups, stopping the service, volunteering and working with partners to secure best value.
- 4 All proposals for changing current delivery arrangements will have full engagement with agreed groups.
- 5 All Transformation Implementation plans will identify savings to support the overall savings requirements.
- 6 The current organisational structure of the council will be reviewed to ensure it best supports the range of services and functions in the future.
- 7 New technology, including greater use of agile and home working, will be used to improve access to services and increase productivity.
- 8 We will buy goods and services in a more co-ordinated way to get better value for money and reduce costs.
- 9 We will look at all our land and buildings and assess how they fit into our future plans and if they provide value for money.
- 10 New opportunities for working with partners and investing public money in different ways will be fully investigated and used to support the implementation of the Transformation Strategy.

9.0 Process and Next Steps

9.1 The agreement of this strategy is only the first stage in the Transformation journey. The detailed reviews outlined in section 6.0 are the next stage. The full process, taking us through to implementation in 2012-13 is shown below:

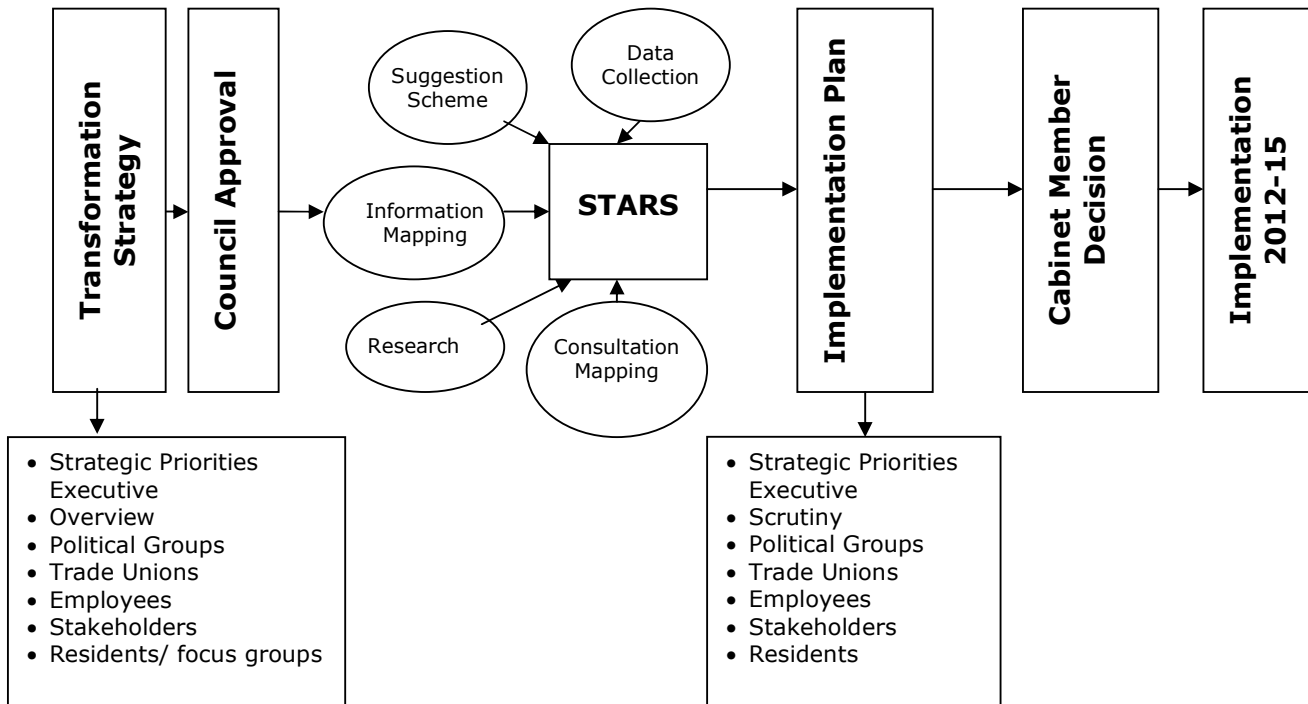


Figure 7: The Transformation Process