

PEOPLE COMMITTEE

12 SEPTEMBER 2018

REPORT OF THE DEPUTY CHIEF EXECUTIVE

DEMAND MANAGEMENT

1.0 PURPOSE OF REPORT

- 1.1 To update members on the work of the Demand Management Project that was commissioned by the former Policy and Finance Committee in February 2017.

2.0 RECOMMENDATIONS

- 2.1 To accept the report attached at Appendix 1 and particularly the recommendations contained within it.
- 2.2 To note that the report supports many of the initiatives taken by the Council to date including the realignment of services, the appointment of new Neighbourhood Support Officers with a focus on priority neighbourhoods, enhanced capacity in key areas like arrears collection and systems administration and a key corporate project to review and develop front of house systems such as the CRM.
- 2.3 To note the intention to focus remaining resources for the Demand Management Project on project management for the key corporate project to review and develop front of house systems such as the CRM.

3.0 KEY ISSUES

- 3.1 The overall aim of this project has been to contribute to overall savings by exploring what is needed to effectively manage our demand in a sustainable way through a greater understanding of what contributes towards success in reducing demand. Attached at Appendix A is a report which summarises the key findings to date.
- 3.2 Since February 2014, responsive demand received by telephone, face to face and email has reduced by over 30%. The trend for this continues to be downwards and has been consistently downwards now for four and a half years. It is clear from the report that a continuous focus on more holistic identification of needs for customers has without doubt contributed to this and is expected to continue to do so. It is also clear that developing effective web based services will also be critical to reducing demand further in the future. The report also confirms that the Council has been right to focus on priority neighbourhoods and it highlights that we will need to think about how we deal with face to face contacts in the future and whilst we have good overall collection rates for debt there are things we can look at to increase effectiveness. It also identifies significant issues relating to the use of data across the Council that will need to be addressed to secure ongoing improvements.
- 3.3 Some of the key findings have already fed into the way the Council has been restructured as well as into the development of the Corporate Delivery Plan. The current proposals for restructure in my Directorate will enable us to do more of the things that will contribute to ongoing future reductions in demand. At this point in time we are proposing to refocus resources allocated to this project to provide project management for key work linked to the way our front line systems will work for us, as identified in the new Corporate Delivery Plan. It will be vital that this new project takes into account all of the learning from the analysis carried out in the attached report. It will enable us to specifically tackle recommendations 3

(updated IT systems), 4 (Website and Self-serve improvements) and 5 (Promoting Greater Channel Shift) as the project is implemented. Alongside this there will be a focus across the Directorate on adopting the full range of recommendations attached in the report.

4.0 POLICY AND CORPORATE IMPLICATIONS

4.1 The Demand Management Project has contributed already to the development of the new Corporate Delivery Plan and will have had a positive impact on all of the Council's key People priorities: -

- PP1 Helping people fulfil their potential and achieve their ambitions.
- PP2 Work with our partners to address vulnerability and tackle the root causes of social problems, building safe, happy and healthy communities.
- PP3 Focussing on our priority neighbourhoods, support people to overcome disadvantage and live well independently..

5.0 FINANCIAL AND OTHER RESOURCE IMPLICATIONS

5.1 At the meeting in February 2017 a sum of £65k was allocated for this work. There will be sufficient resource remaining to oversee the project management of the new project up until the end of this financial year. At the time this funding runs out it is anticipated that there will be sufficient internal capacity following Phase 1 of the restructuring within the People and Communities Directorate. Doing this is anticipated to free up £20k of resource that had been earmarked for this project.

6.0 LEGAL IMPLICATIONS/POWERS

6.1 There could be some legal implications linked to addressing some of the recommendations and changes in the attached report. Appropriate legal advice will be taken before any changes are implemented when appropriate to do so.

7.0 COMMUNITY SAFETY

7.1 This project will have long term benefits for community safety due to more people starting to live their lives more independently and the continuous focus on early intervention and targeting individuals to provide holistic services based on evidence and effective use of data.

8.0 EQUALITIES

8.1 The report will contribute positively to equalities through ensuring that impact of the resources the Council is investing in pro-active work with customers is fully understood and is delivering value. This will ensure that the Council can maximise return on investment and increase the numbers of people who are able to live their lives independently, including for example people with learning difficulties or mental health issues.

9.0 RISKS

9.1

L I K E L I H O O D	A	Very High				
	B	High				
	C	Significant				
	D	Low				
	E	Very Low			1	
	F	Almost Impossible				
			Negligible 1	Marginal 2	Critical 3	Catastrophic 4
		IMPACT				

Risk No	Risk Description
1	Recommendations in report not addressed

10.0 CLIMATE CHANGE

10.1 There are no implications arising from this report

11.0 CONSULTATION

11.1 Members of the Policy Forum have been consulted.

12.0 WARDS AFFECTED

12.1 All

Contact Officer Keith Aubrey

Date: 30/08/2018

Appendices : 1 Demand Management Interim Report September 2018

Background Papers:

Reference :