

Audit & Governance Committee - 9 November 2016

UPDATE ON TRANSFORMATION

Report by Deputy Director - Transformation

Purpose

1. The Interim Transformation Director, Mark Stone provided an introduction to Transformation at the last committee meeting in September.
2. This paper is intended to update members of the Committee on the work undertaken since then.

Background

3. In September, the Committee was briefed on the rationale for a full cross-cutting Council Transformation programme
4. The new approach – Transformation – aims to ensure the Council is fit for the future.

That means:

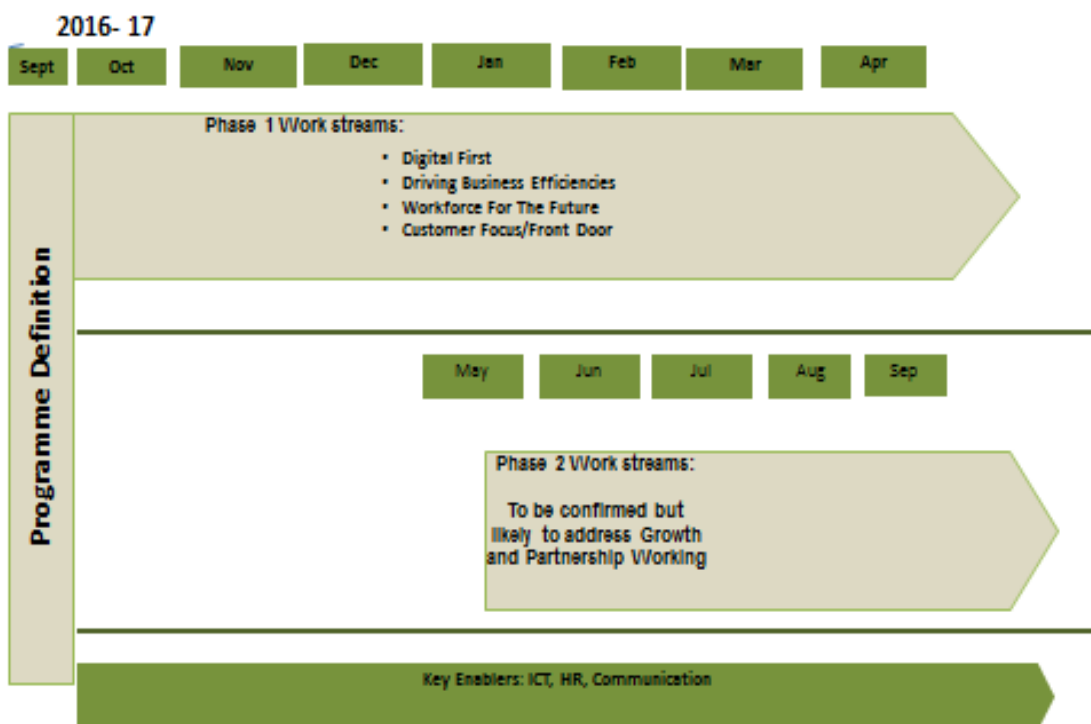
- Developing a new sustainable operating model for service delivery
 - A focus on outcomes and the best way to achieve them
 - More emphasis on one Council rather than Directorates that operate relatively autonomously
 - The needs of our Customers being at the heart of our Transformation approach
 - Able to support a full unitary government requirement
5. Like other Councils, and the world generally, the new operating model delivered by Transformation, will be firmly based on digital technology. We will actively promote on-line, self-service options to our customers.
 6. Equally, internally, we will continue the drive to “lean” and automate our back office processes.
 7. The priority is that the Council should be able to deliver the services required by our customers in a sustainable way.

Investment & Savings Delivery

8. £6.5 Million investment funding has been secured to support the first phase of the Transformation Programme.

9. A key priority for funding will be the construction of a “Digital Platform” which will underpin the commitment to provide our customers with a full on-line self-service offer and assistance where required.
10. External resources will be brought in or commissioned where necessary to support Transformation but this will remain in substance an in-house led and delivered programme.
11. One programme outcome is to meet the £15 Million savings requirement in the Medium Term Financial Plan from 2018/19.

Transformation Timeline



Governance and Control

12. A Transformation Board has been formed and met for the first time in October to agree the Programme Brief and will now meet once a month.
13. The Transformation Board comprises Deputy Directors, Chief Officers and the Deputy Leader of the Council. The Board is chaired by the County Director.
14. The Transformation Programme has been divided into two phases.
15. The first phase is intended to progress between now and April 2017 and comprises four work streams

Work Stream	Sponsor
Digital First	Graham Shaw, DD Transformation
Business Efficiencies	Lorna Baxter, Chief Finance Officer
Workforce for the Future	Steve Munn, Chief HR Officer
Front Door/Customer Journey	Lucy Butler, DD CEF

16. Sponsors are responsible to Transformation Board for the progress of their work stream.
17. Each work stream is being supported by its own officer board and project, technical and business analyst resource. The operational lead for each work stream will produce a monthly update for the Transformation Board.
18. A Programme Initiation Document (PID) for each work stream, setting out scope, actions, deliverables and resource requirements will go to the next meeting of the Transformation Board (14th November 2016).
19. The second phase of the Transformation programme is scheduled to start April 2017 and whilst work streams have yet to be agreed, they are likely to cover working with our partners and growth.
20. At each Board there will be a progress update on each Work Stream. Sponsors and work stream operational leads are expected to present these and to take Q &A.
21. The full Transformation Programme is expected to take 2 years to complete.

Digital First Work Stream

22. **On-line Self Service** A full digital channel for customers to the Council's services

Standard Functions Pay, Report, Book, Apply etc

Design capability for the full Customer Journey

Assisted Digital Help for customers when needed: on-line, by phone, face to face

Channel Shift to actively promote the digital channel above all others because it is increasingly the channel that our customers prefer and is the least cost channel.

Business Efficiencies Work Stream

23. **Business Functions in Scope**

- Finance
- ICT
- Policy & Performance

- Procurement & Commissioning
- Data & Business Intelligence
- Contract Management
- Complaints & FOI's
- Project/Programme Management

24. In each area, our aim will be consolidate services, and to establish a single set of principles and practice for staff. Service redesign will focus on streamlined internal processes and the quality of assurance governance.

Workforce For The Future

25. Areas of Focus and deliverables

Flexible and Agile Working

- Flexible and remote work arrangements in place
- Managers embrace flexible working as part of managing required outcomes
- Smarter and better use of technology that will reduce the need for office space

Organisational, Culture & Development

- Learning Organisation
- Development and promotion of our values
- Motivated workforce
- Recognition and Reward

Workforce Planning

- Workforce representative of local population
- Sustainable workforce for the future
- Generic JDs and roles across the council
- Attraction of high-calibre candidates

Front Door & Customer Journey

26. The approach here is to conduct a review of all services starting with high volume/high repeat/low complexity.

27. Three steps have been identified for the review:

Step 1 – Zero base challenge to establish if the service is still required and if so whether it can be best provided in-house or as a commissioned service

Step 2 – In-house services will be redesigned through application of LEAN principles to remove wasteful steps and provided with a full digital access channel

Step 3 – Implementation of the newly designed service will be coordinated to take full advantage of standard functions, systems, and multi-skilled staff

Programme Management Office (PMO)

28. We have already established through discussion with other local authorities and with commercial partners that the Council is unusual in not having a dedicated Programme Management Office (PMO).
29. There is opportunity through Transformation to remedy this and to further strengthen the Council's governance and financial control arrangements.
30. Fully Established by April 2017 this will....
 - Be the only place in the Council where Programmes and Projects are established, resourced, managed and monitored
 - Guide projects to a successful conclusion
 - Develop a strong and pervasive Project Management (PM) discipline within the Council.
 - Act on the priorities set by the Council through the Transformation Board
 - Maintain the Council's resources for programmes and projects
31. **Establishing a PMO for the whole organisation is an important step in providing better assurance and control over resources and priorities.**

RECOMMENDATION

32. **The Committee is RECOMMENDED to note the report.**

Graham Shaw
Deputy Director – Transformation

25th October 2016

Transformation Programme (Phase 1) September – 01 April 2017

