SSDC Transformation Programme

Executive Portfolio Holders: *Cllr. Ric Pallister, Leader, Strategy & Policy*
                                        Cllr Jo Roundell Greene, Transformation
Chief Executive: *Alex Parmley*
Lead Officer: *Tracy Winser, Strategic Lead for Transformation*
Contact Details: *tracy.winser@southsomerset.gov.uk or 01935 462120*

Purpose of the Report

This report updates Members on the progress of the Transformation Programme. It seeks Member approval of the revised business case for the programme, the award of the technology partner contract and a revised senior structure.

Forward Plan

This report appeared on the Executive Forward Plan for April 2017.

Public Interest

This report updates on progress with the Transformation Programme and sets out a revised business case and timetable to adopt a new operating model for delivering council services to all in South Somerset, providing more choice and speed of access to services.

The Transformation Programme aims to enhance our customers' experience and enable the council to respond to their changing needs and preferences. This will be achieved through changing the way our current service team structures are organised and by making more use of Electronic Document Management (EDM) and web based technologies.

Recommendations

That District Executive recommends Full Council to:

    I.   Approve the further revision to the senior leadership structure as set out in section 2 of this report

    II.   Note the revised cost of the senior leadership structure which will produce a further saving of £30,134 per year on top of the £200,537 saving outlined in the report to Council in October 2016

    III.   Agree the revised Business Case for Transformation and note the headline risks included in this report

    IV.   Agree the award of a contract to CIVICA UK LTD for a technology platform and services in support of the future model

    V.   Note the progress to date and the programme for delivering Transformation

    VI.   Agree the revised Transformation Programme governance arrangements as set out in section 3 and Appendix A of this report

VII. Approve that additional net savings of £539,800 be added to the Medium Term Financial Plan for 2018/19 and 2019/20

VIII. Allocate a further £756,585 from capital receipts reserved within the capital programme for transformation

IX. Approve the use of Revenue Support Reserve for 2020/21 of £1,508,000 to fund revenue once-off costs (£564,570) and contribute to Redundancy Reserve (£943,430)

X. Approve the use of £231,270 of General Fund Balances to support the Redundancy Reserve

XI. Note that the Redundancy Reserve has a target of a further £1,100,000 to find through underspends and the MTFP

XII. Note that a further £400,000 in capital receipts that can be utilised for revenue spend remain to be found to fund the Transformation Programme.

Summary

In March 2016, Council agreed a Headline Business Case for Transformation, based on initial work and estimates. This report builds on the report of March 2016 and the further more detailed work undertaken on the development of a new operating model for the council and the more detailed business case that now supports it. The headline business case has been also revised to deliver additional savings with additional investment.

The Council has embarked on an ambitious plan to totally redesign its service delivery to ensure an improved experience for the customer and communities it serves whilst at the same time reducing the cost to the tax payer. This is an investment based approach that will realise genuine efficiencies whilst also realising improvements in levels of services for customers and modernising service delivery.

Since the report of March 2016 the financial challenge facing the council has grown. The council now faces a funding gap of over £4.7 million over the next 4 years. Given the changes and challenges facing the public sector and councils in particular, it is prudent to anticipate that the savings target will continue to be added to over the coming years due to factors outside of the Council's control.

To respond to the financial challenge requires either a major reduction in services and associated staffing or the ongoing implementation of the current Transformation Programme. This council has chosen the route of transformation and therefore it is appropriate that it seeks to maximise the benefits from this both in terms of customers and financial savings.

The updated business case delivers:-

- recurring net annual savings of £2,483,925 with an updated payback period of 3 years (an increase in savings of £539,800 per year)
- A 'fit for purpose' organisation that will be in a position to drive further income opportunities generating funding to support the council's future priorities

To achieve these outcomes the revised business case requires additional investment by the council. The new total investment is £7,448,155 which includes a provision of £189,570 contingency.

Other indirect savings, such as travel and office costs will be realised too, but are not built into these figures.

The challenge and risks are significant and should not be underestimated. In preparing the revised business case we have included an assessment of risks associated with delivering a transformation programme of such breadth and scale and the revised proposed governance arrangements and resourcing of the Implementation Team reflect this assessment.

It should be noted that the council is taking other measures to reduce the financial gap, including commercialisation and income generation. However, many schemes will take some time to develop and to start generating a return on the investment the Council makes. Through the Transformation Programme we will build the capacity and approach in the Council to deliver on the commercial and income generation ambitions.

1 Background

1.1 The Council has begun an ambitious plan to totally redesign its service delivery to ensure a reduced cost to the tax payer and at the same time a better experience for the customer. We will embrace smart interactive technology for customers who expect 24/7 service delivery whilst also maintaining traditional service contact methods for those who cannot access services on-line. The transformation programme approved by council in March 2016 was based on an outline business case prior to this more detailed business case being developed.

1.2 Since then the Medium Term Financial Plan presented to council in February 2017 updated the savings target to £4.7 million, an increase from £4.1 million the previous year mainly due to additional pension costs and the authority making provision within the MTFP to become less reliant on New Homes Bonus.

1.3 In future years, the financial pressure is likely to increase and it is therefore appropriate that we look to maximise genuine efficiency savings from transformation rather than finding savings from cutting services. Officers have reviewed how much saving and customer benefit can be achieved through the Transformation Programme and have concluded that we should increase the savings to be achieved from £2 million to £2.5 million per annum. This additional saving will be achieved by;-

- Investment in Technology
- Agile Working

Investment in Technology

1.4 The original technology brief was conservative in what it sought to achieve and looked to minimise the investment in technology and thus save on technology cost. We have changed our approach to one of an 'investment approach' looking at how much we might invest and what return this will produce. We have reviewed and changed the brief with a view to maximising the benefits achieved for our customers and in terms of efficiency. This has produced a different technology investment proposal with a higher return in terms of benefits, including financial savings. This additional saving will be achieved by –

Agile Working

1.5 Put simply agile working is doing the right work with the right people in the right way and supported by the right tools. It means our staff will have more flexibility of when, where and

how they can do their work whilst at the same time Managers focus on the end results not the activity. Put together the evidence shows that this leads to staff becoming more productive whilst maintaining and improving services for customers.

1.6 Almost 46% of SSDC gross annual expenditure of £32.0 million is spent on staff related costs (2017/2018). The financial challenge cannot be met without reducing our staff numbers and the increased efficiency and productivity mentioned above means that we should seek to reduce our FTEs by 77. This represents an increase of 22% over the previous figure of 63.

1.7 Agile working requires investment in suitable technology but it also means a reduction in office space required and an appraisal of our current accommodation is being carried out as part of the Commercial Property Strategy due to report in July 2017. The potential for additional savings from office accommodation and other budgets has not been included in this business case. The business case only includes direct staff cost savings and therefore there is potential for further savings from moving to agile working.

2   Senior Leadership Structure

2.1 Council approved a new Senior Leadership Structure in October 2016. Since then the financial savings the Council needs to find have increased from £4.1 million to £4.7 million. It is to be expected that the Council will need to find further savings in the future due to proposed changes to funding streams by the government, such as the New Homes Bonus, and other factors outside of the Council's control. In seeking to maximise the savings achievable through Transformation, it is appropriate that the Council considers whether there are further savings achievable in the Senior Leadership Structure, on top of those already identified.

2.2 The proposal is to remove the position of Deputy Chief Executive and create a new position of Director of Strategy and Commissioning. The new position will be at the same level and grade as the other Directors.

2.3 Senior leadership is required to support the council through the period of transition into new ways of working and reflect the new roles that are required under the future operating model. The role of the team is different from the previous structure, with the roles holding less operational responsibility and instead, being focussed on:

- Delivering a new way of operating and delivering services
- Continuous improvement – providing a customer centric service offering wider choice and enhanced access
- Financial sustainability
- Flexibility and ability to change
- A more commercial approach that will deliver increased income to support the delivery of council services and ambitions

2.4 The new Director of Strategy and Commissioning role will form an important part of the Senior Leadership Team, providing capacity to help manage and drive forward what is a substantial programme of change within the Council. The role will also head up the Strategy & Commissioning group of services whose role is to protect both the uniqueness of the Council and the delivery of accessible services to all who need them. Specifically, it brings together in one place the strategic planning functions of the Council to ensure:

- a coordinated and well planned approach to meeting the needs of South Somerset communities;
- the rest of the Council is aligned to the agreed strategic direction and priorities agreed by Members and that service delivery, programmes and projects reflect this;
- effective programme and project management to deliver the Council's strategies and priorities;
- effective performance management arrangements to support delivery of council priorities and efficient, customer focussed services;
- organisational development and that the council is continuously developing and improving, as well as adapting to an ever changing environment.
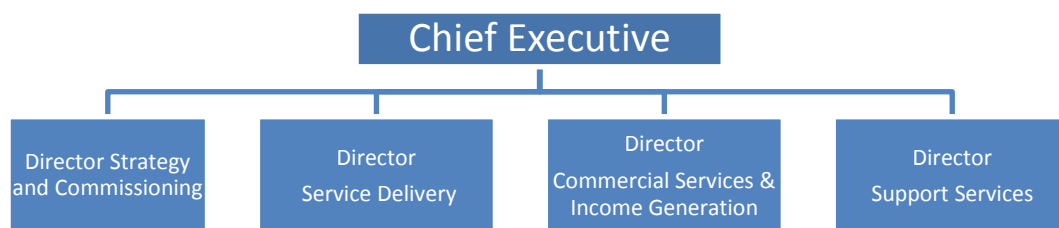
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│and Commissioning│ │Service Delivery│ │Commercial Services &│ │Support Services│
│               │ │             │ │Income Generation│ │               │
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Fig 1 Proposed amended senior leadership team structure

Costs and Savings

2.5 The Deputy Chief Executive role costs the Council £129,982 including employer costs. The Director of Strategy and Commissioning role will cost £99,848 including employer costs. Therefore the proposed changes will provide an additional saving of £30,134 per annum in senior management costs to add to the net £200,537 saving in senior management costs agreed by Council in October 2016. The cost of redundancy will be up to £145,190 giving a payback of four years ten months. The proposals outlined within this paper have been discussed with representatives of both GMB and Unison who support the further change as it reflects the comments made by unions in response to the consultation in September 2016.If approved the further amendment to the structure would be implemented at a timetable to be agreed by the Chief Executive, in consultation with the Leader but not later than January 2018.

3 Transformation Programme (TP) Governance

3.1 Experience to date has suggested the need to revise the programme governance arrangements. This is to ensure that decision making is delegated to the appropriate level and that decisions are undertaken in a timely manner to make sure that the programme is successful. We need to allow the rapid taking and implementation of decisions whilst still retaining high level support, constructive challenge and an overview.

3.2 The proposals to create new arrangements include a High Level Steering Group and a new Programme Team Board to assist programme delivery. The proposals:
- set out lines of responsibility and accountability within SSDC for the delivery of the programme;

- give members and officers the ability to manage their interest in the programme at the right level;
- support the programme team to deliver the required outcomes by providing resources, giving direction and by enabling trade-offs and timely decision taking;
- provide forums necessary for issue resolution;
- include clear reporting lines for members and officers so that they can fulfil their roles effectively.

3.3 The proposals are shown in Appendix A, creating operational layers below the existing Transformation Board (renamed the High Level Steering Group) they create clearer links to the reporting cycles of Council, District Executive and Scrutiny Committee.

4 Financial Implications

The tables below show a breakdown of estimated costs and savings:-

Revised Capital Costs					
Item	**2016/17 £**	**2017/18 £**	**2018/19 £**	**2019/20 £**	**Totals £**
Software, connectors and GIS, and implementation including programme team and backfilling. Reconfiguration of accommodation	44,995	1,553,439	400,541	-	1,998,975
Contingency		79,350	12,560	-	91,910
Total Capital Costs	**44,995**	**1,632,789**	**413,101**	**-**	**2,090,885**
Amount Allocated in March 2016					**-1,334,300**
Additional funding to be found from capital receipts set aside for Transformation					**756,585**

Revised Once-Off Revenue					
Item	**2016/17 £**	**2017/18 £**	**2018/19 £**	**2019/20 £**	**Totals £**
Training, organisational change management consultancy, internal programme team and backfilling	104,699	615,861	494,350		**1,214,910**
Contingency		53,850	43,810		**97,660**
Once-off Programme Revenue Costs	**104,699**	**669,711**	**538,160**		**1,312,570**
Funding Allocated in March 2016					**-748,000**
Remaining Funding to be found from 2020/21 Revenue Support Fund					**564,570**

Redundancy Reserve					
Item	**2016/17 £**	**2017/18 £**	**2018/19 £**	**2019/20 £**	**Totals £**
Target Allowance for redundancy costs & redundancies already agreed	534,900	1,933,000	1,576,800		**4,044,700**
Amount Allocated in March 2016					**-2,400,000**
Additional Allowance Required					**1,644,700**
Plus Remaining funding to find from original business case					**630,000**
Total Target Remaining					**2,274,700**
Additional Funding to be found from 2020/21 Revenue Support Fund					**943,430**
Additional Funding to be found from General Fund Balances					**231,270**
Remaining target to be found from underspends and MTFP					**1,100,000**

Ongoing Revenue					
Item	2016/17 £	2017/18 £	2018/19 £	2019/20 £	Totals £
Ongoing costs e.g. support and maintenance	59,975	-84,040	6,025	75,935	**57,895**
Salary Savings	-	-540,960	-1,228,760	-772,100	**-2,541,820**
Net Ongoing Revenue Income	**59,975**	**-625,000**	**-1,222,735**	**-696,165**	**-2,483,925**
Amount Amended MTFP 2017/18	**59,975**	**-625,000**	**-1,011,900**	**-367,200**	**-1,944,125**
Additional Net Income to be added to the Medium Term Financial Plan	**-**	**-**	**-210,835**	**-328,965**	**-539,800**

4.1 Revised Capital Costs Notes

The Capital Costs now include an allowance for building alterations to Brympton Way including rewiring and electrics, as well as updated ICT procurement costs. An allocation of £2.5 million was made in the 2016/17 budget for transformation and therefore there are no further revenue costs of utilising a further £756,585 of the sum originally set aside for this purpose.

4.2 Revised Once-Off Revenue Costs Notes

The revenue costs now reflect updated ICT procurement and organisational development costs.

4.3 Redundancy Reserve Notes

4.3.1 The Redundancy Reserve should not be seen as part of the Transformation Budget but sits alongside it. Given the financial challenges the council faces, it needs to save on cost. 46% of the council's cost is formed of staff costs. Therefore, whether the Council pursues a Transformation route or cuts services, it will need to provide for a significant number of redundancies.

4.3.2 The Redundancy Reserve is not a budget to be spent as such, but a provision for the eventuality of redundancies. A key part of the programme is to support staff in adapting to change and being prepared for new or changed roles, with a view to minimising the number of redundancies occurring. In addition, there is strict control of recruitment during Transformation with a view to holding vacancies where ever possible. This has led to there being a significant and growing number of vacant posts in the organisation. This will also help minimise the number of redundancies.

4.3.4 Despite these actions, it is prudent for the Council to set aside a reserve for redundancies, given the scale of change it is making. The redundancy costs reflect a higher cost per redundancy following analysis of the staffing profile and also reflect a higher number of redundancies to the previous assessment presented in March 2016.

4.4 Revised Once-Off Revenue Funding Note

4.4.1 The original business case was not fully funded and costs of £2,754 million were offset against the Revenue Support Fund. As at budget setting for 2017/18 £0.630 million remained unfunded plus a further £0.400 million is expected from capital receipts that can be utilised for revenue.

4.4.2 It is recommended to utilise £1.508 million of Revenue Support Funding for 2020/21 to fund additional revenue costs. This still ensures 1. that SSDC meets its agreed strategy of having the budget year plus 2 for New Homes Bonus to support the budget (the Revenue Support Reserve is made up of NHB). If Members agree the recommendation there is still sufficient NHB to fund the budget to 2019/20.

4.4.3 In addition it is recommended to utilise General Fund Balances of £231,270 towards the Redundancy Fund. General Fund Balances will still remain around £3.1 million and above the minimum required to support the budget.

4.4.4 There will be a remaining target of £1.1 million towards the Redundancy Fund. This can be targeted from underspends and the MTFP for 2018/19. In addition, the required level of the Redundancy Reserve will be reviewed after each implementation phase of the Transformation Programme which may lead to a reduced requirement. A sum has been set at £54,400 per redundancy for the remaining FTE numbers required. This has been calculated by analysing the profile of the organisation and the average cost of that profile. The worst case scenario has been calculated at £6 million but this would mean that a much higher number of staff would qualify for redundancy than required.

4.5 On-Going Revenue Funding Notes

4.5.1 The ongoing revenue costs now reflect the on-going costs outlined in the ICT tender. They also include an additional £100,000 ongoing training for staff. The additional staff savings have also been included and the effect will add £539,800 net savings to the MTFP.

4.5.2 The revised Senior Leadership Team saving of £30,134 has been added to the net savings of £200,537 agreed by Council in October 2016. This saving will form part of the proposed £2.5 million overall Transformation savings target. The associated redundancy costs of up to £145,190 will be met from the Redundancy Reserve.

5   Implementation of the Model - Progress to Date

5.1 The Transformation Programme is divided into a number of workstreams and progress to date is outlined below. Further workstreams, including locality working and agile working will be developed as the programme moves forward.

5.2 PEOPLE

5.2.1 This programme is at its heart a culture change programme and it is essential that members and staff have a common understanding of what the organisation will look like at the end. The new Strategic Leadership Team has been working, to develop a vision for the new organisation so that staff can be clear as to the direction of travel, what the journey will look like and how we will know whether we have succeeded.

5.2.2 Creating this vision means that an attitudes and approaches framework can be developed which in turn means that staff can be recruited into the new operating model using selection criteria aligned to the framework. The attitudes and approaches framework forms an important part of ensuring a successful organisation in to the future. It will support a shift in culture that ensures our staff approach their work in a way that supports the council and each other in delivering our ambitions and providing highly customer focussed services.

5.2.3 The approach the senior leadership have taken is to involve as many staff as want to be involved and several workshops and events are planned throughout April.

5.2.4 The selection process is currently being designed with external support. Emphasis is being placed on supporting staff through the process with familiarisation workshops to prepare everyone.

5.3 ICT

5.3.1 The procurement of the software was carried out under the Local Authority Software Applications Framework (LASA RM1059). The 'invitation to tender' was issued on 20th February. Five companies expressed an interest in the opportunity. Two suppliers, Civica and Arcus Global, provided demonstrations to the Evaluation Panel and the many invited observers during the tender period and before the deadline of Friday 24 March. These two suppliers submitted tenders on 24 March 2017:

- Civica
- Arcus Global

5.3.2 A detailed scoring methodology was applied following the guidance of the chosen framework and the criteria agreed with the Transformation Board. This led to the recommendation that the contract should be awarded to CIVICA UK LTD who scored highest on both price and quality. Further information is attached at Appendix B.

5.4 SERVICE REDESIGN

This work stream is responsible for delivering a significant proportion of the savings. Working methodically through the majority of the council's processes, a team of Business Analysts assist representatives from each current service area to streamline processes and create self-service opportunities for our customers whenever appropriate. The Business Analyst positions are currently being recruited to from both internal and external candidates.

5.5 COMMUNICATION

5.5.1 A key workstream in the programme, our communication strategy now involves weekly newsletters to staff, workshops, team meetings, staff briefings and union meetings as well as monthly newsletters for Members and Member briefings. We have an email address for staff to post questions and concerns and are updating our Frequently Asked Questions on a weekly basis to provide a comprehensive source of information.

5.5.2 Shortly our internal social media platform will be launched, which will provide further engagement opportunities for all staff keeping them up to date on all projects and opportunities to get involved.

6 Timescale

6.1 The programme will deliver the Future Operating Model and the associated savings by the end of December 2018.

6.2 In order to manage this process, effectively maximise benefits and minimise risks the implementation is divided into phases. Phase 1a Leadership and Management, Phase 1b Support Services, Phase 2 Strategy & Commissioning and Phase 3 Service Delivery & Commercial.

6.3 Each phase contains an element of detailed design at the beginning, moving through consultation, interviews, selection and training for new roles. Supporting this activity will be detailed transition plans to ensure as much continuity of service provision as possible. Each phase has an allocated target saving allocated to it based on the analysis of the organisation undertaken in the detailed business case. Monitoring of progress with delivery, the realisation of the programme benefits and the delivery of savings will be undertaken through a quarterly report to the Transformation High Level Steering Group, the Scrutiny Committee and the District Executive.

6.4 The indicative timeline can be found at Appendix C.

6.5 It is important to note that whilst the future operating model will be implemented by December 2018, there will be significant ongoing work required after this date to ensure the new ways of working are embedded into our culture and that we continue to harness the effectiveness of this new way of working to improve our service delivery.

6.6 Other Notes

6.6.1 The overall payback will be 3 years and an overall return of 33.3 % on the sums invested.

7 Procurement

The procurement process has been undertaken in line with the Council's Contract Procedure Rules and in line with EU requirements.

8   Risk assessment

Risk >	Score>		Controls >	Actions >	New Score	
R 46 - TP budget overspends	20	High	C 046.1 - Detailed business case C 046.2 - Robust contractual arrangements C 046.3 - Detailed monitoring	A 46.1 - Prepare and present detailed business case A 46.2 - Contracts A 46.3 - Monitoring	14	Med
R 47 - TP Unexpected external cost	20	High	C 047.1 - Review level of corporate priority against the new cost pressure.	A 47.1 - Review	14	Med
R 48 - TP ICT solutions fail to deliver to expectations	20	High	C 048.1 - Achieve "fit for purpose", specification C 048.2 - Use "tried and tested" innovation C 048.3 - Review business continuity / disaster recovery plans	A 048.1 - Complete IT specification	14	Med
R 49 - TP Insufficient capacity to deliver the TP	19	High	C 049.1 - Programme identified as a key corporate priority C 049.2 - Commission external support as required to ensure the TP is delivered in line with the timetable.	A 49.1 - Procurement of external consultancy for blueprinting and detailed design stage	14	Med
R 50 - TP The shared vision for the TP during periods of significant changes is not maintained	15	Med	C 050.1 - Effective communication strategies to engage with members staff and other stakeholders embedded within TP.	A 050.1 - Implement Communication plan	14	Med
R 51 - TP Organisation transition to the new operating model is not managed effectively.	20	High	C 051.1 - Once decision taken to implement TP create sufficient organisation capacity to achieve programme timeframes. C 051.2 - Transition Plans	A 051.1 - Complete programme implementation plan with Ignite	14	Med

Risk >	Score>		Controls >	Actions >	New Score	
R 52 - TP Programme management arrangements are not robust or resilient.	20	High	C 052.1 - Maintain appropriate Member and officer TP governance arrangements.	A 052.1 - Continue to review programme governance	14	Med
R 53 - TP loss of ongoing political commitment	20	High	C 053.1 - Ongoing liaison with members to maintain shared vision C 053.2 - Raise awareness of the scale of organisation change and the impact on both members and staff.	A.053. ..As controls	14	Med
R 54 - TP Reduced capacity and morale during significant corporate change	15	Med	C 054.1 - TP communication strategy C 054.2 - Ensure that key staff are not lost to SSDC C 054.3 - Performance monitoring C 054.4 - Supporting people through change	A 54.1 - agree KPIs for Transformation Programme	14	Med
R 55 - TP New skills and approaches to work styles are not adopted	20	High	C 055.1 - Support cultural change with a comprehensive corporate training and development programme C 055.2 - Ensure new systems are resilient and stable C 055.3 - TP Communication Strategy	A 055.1 - Complete detailed implementation plan including values and behaviours with Ignite A 055.2 -	9	Low
R 56 - TP detailed design fails to meet data privacy/protection or access requirements	15	Med	C R 56.1 - Privacy Impact Assessment C R 56.2 - Equalities Analysis	A 056.1 - Continue to maintain relevant assessments as part of the blueprinting and detailed design process	8	Low

Risk Matrix

Risk Profile before officer recommendations

Risk Profile after officer recommendations
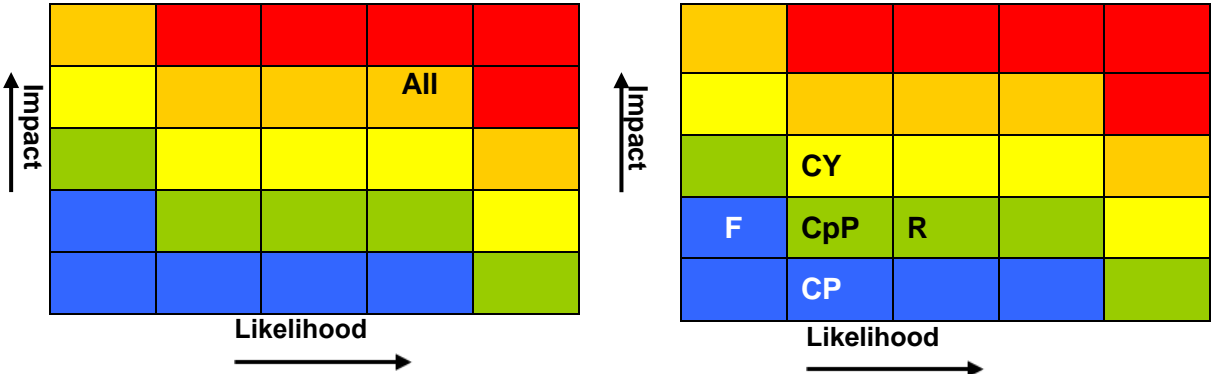
Key

Categories			Colours *(for further detail please refer to Risk management strategy)*		
R	=	Reputation	Red	=	High impact and high probability
CpP	=	Corporate Plan Priorities	Orange	=	Major impact and major probability
CP	=	Community Priorities	Yellow	=	Moderate impact and moderate probability
CY	=	Capacity	Green	=	Minor impact and minor probability
F	=	Financial	Blue	=	Insignificant impact and insignificant probability

Council Plan Implications

The Transformation Programme is a major priority in the Council Plan. It will build the council's future resilience for delivering well managed cost effective services valued by our customers and create capacity to support the delivery of other aspects of the Council Plan. The detailed design of a new operating model will be fully informed by the council long and short term priorities.

Carbon Emissions and Climate Change Implications

None from this report. Implementation of a new operating model coupled with an investment in ICT will help reduce the council's carbon footprint for example by reducing the need to travel, the use potage and printing and by reducing the requirement for accommodation.

Equality and Diversity Implications

The programme will include a significant investment to help customers use our services through digital means - and so a key aspect is to *design in* digital inclusion. Early work for the Transformation Programme has made good use of existing customer data, and an understanding of the different ways in which customers need and want to access services from the council.

If the recommendations are approved, a detailed communication / stakeholder plan will be developed and future progress will be fully informed by detailed equalities analysis. This will apply to all stages at all levels. At this stage, the TP is high level, and no detailed proposals are available to have their impact assessed or for fuller consultation.
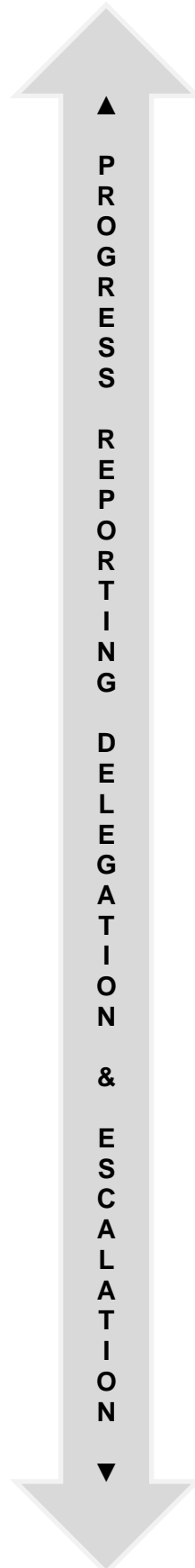
Privacy Impact Assessment

A privacy impact assessment should be carried out whenever there is a change being proposed that is likely to involve a new use or significantly change the way in which personal data is handled. This will include a redesign of an existing process or service, or a new process or information asset being introduced e.g. "single view of a customer". This "single view" is a key strand of the transformation program that has significant /privacy data protection implications. The PIA is simply a best practice process which helps assess privacy risks to individuals in the collection, use and disclosure of personal information. A failure to properly embed appropriate privacy protection measures may result in a breach of privacy laws, a declaration of incompatibility with the Human Rights Act, or prohibitive costs in retro-fitting a system to ensure legal compliance or to address community concerns about privacy. A failure to properly keep personal information secure has potentially significant financial and reputational implications. The approach to be adopted by SSDC will be to identify and address the data protection and privacy concerns at the design and development stage of the transformation project, building data protection compliance in from the outset rather than attempting to bolt it on as an afterthought. In addition conducting and/or reviewing a Privacy Impact Assessment (PIA) through a project lifecycle will ensure that, where necessary, personal and sensitive information requirements are complied with and any risks are identified and mitigated.

APPENDIX A

Transformation Programme Governance Structure – from March 2017

Full Council: (will receive an annual report on progress)

District Executive: (will receive quarterly reports on progress)

Scrutiny Committee: (will receive quarterly reports to DX on progress)

High Level Steering Group: (meets quarterly)

Programme Sponsor: Leader – Ric Pallister
Chair: Portfolio Holder (Transformation) – Jo Roundell Greene
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User Representatives:
Portfolio Holders for Specific Service Delivery – as necessary
Portfolio Holder Finance Peter Seib; Scrutiny Members - Sue Steele, John Clark;
Other members; Sarah Dyke, Andrew Turpin

Supplier Representatives:
Chief Executive – Alex Parmley; Strategic Lead for Transformation – Tracy Winser
Specialist professional officers as required

Role:
- provide a high-level strategic steer
- champion the programme to internal/external stakeholders
- create an environment in which the programme can thrive
- set and monitor the overall direction of the programme
- maintain budget control

Programme Team Board: (meets every two weeks)

Programme Portfolio Holder – Jo Roundell Greene; **Senior L/ship Team** – Alex Parmley, Martin Woods, Ian Clarke, Clare Pestell; Strategic Lead for Transformation – Tracy Winser; Programme Manager – TBA; Performance and Governance Manager – Andrew Gillespie.

Role:
- accountable for programme design, workstream implementation and progress
- authorise commitments within the existing financial procedures
- monitor risk and agree mitigation

Programme Working Group: (meets every week)

Strategic Lead for Transformation – Tracy Winser
Programme Manager – TBA
Performance and Governance Manager – Andrew Gillespie

Role:
- monitor workstream updates
- review and drive progress

Workstream Groups (meet daily or weekly as required)

Workstream Leads: HR - Mike Holliday/ Comms - Mary Ostler/ Service Redesign- Charlotte Jones/ Finance - Jayne Beevor/ IT - Dave Chubb

Role:
- plan and deliver actions as per workstream briefs

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APPENDIX B

Further information on the Civica technology platform and the Future Model.

Under Civica's enterprise licence the council will have access to:

- The Civica Portal360 (for on-line self-serve)
- Civica Contacts - a new CRM (customer relationship management)
- Corporate EDM and workflow (document and process management)
- Civica Mobile360 (for locality based working)
- A comprehensive set of applications that assist and support the management of data and paper within the organisation.

SSDC already has a significant investment in Civica products. This includes EDM and workflow in Revenues and Benefits; EDM in Planning and a 'back office' system for Environmental Health, Streetscene and Licencing. This means that the overall programme will have less migration and integration to contend with than would otherwise be the case. There are also the benefits of considerable staff knowledge and skills of working with Civica systems.

Whilst other suppliers are working with Councils to implement the Future Model, these are at an early stage. To date Civica are the only supplier to support full implementation of the operating model.

Eastbourne and South Hams & West Devon (SWDevon) Councils have both worked with Ignite to implement the Future Model. Both Councils have used the full Civica software suite to underpin their new ways of working.

All components are in place and are operating, other than the mobile component which is yet to go fully live in the field. Whilst both councils have different technological needs for a mobile solution, Civica demonstrated that they can develop suitable solutions. Civica have provided an assurance that they will work with SSDC to develop a solution to meet our needs.

Although these two councils are the only ones to implement the full, integrated platform, individual components are in use at many councils. For example 26 councils use Civica Contacts (CRM) including Torbay, Spelthorne, Norwich, Luton, Gateshead, Great Yarmouth; 138 councils use the Civica EDM system; and 59 Councils have the same integration from Civica EDM to Northgate for their revenues system.

The Indicative Timeline

The key steps in each phase:

1   Detailed design
2   Consultation and preparing you to apply
3   Interviewing and selection for new roles
4   Decisions on appointments to new roles
5   Transitioning and readying you for your new role
6   You are in your new role - there may be some exceptions for those who first need to complete other agreed duties.
7   From good to great - continuous development in your new role in the new organisation

Making a difference where it counts