SSDC Transformation Programme – Progress Report

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Purpose of Report

This progress report has been prepared in accordance with the Transformation Programme Governance arrangements agreed by Full Council in April 2017.

Recommendation

That members note the report.

Background

The Council has embarked on an ambitious plan to totally redesign its service delivery to ensure an improved experience for the customers and the communities it serves whilst at the same time reducing the cost to the tax payer. This will be achieved through a radical change in the way our services are designed, the way service teams are structured to support service delivery and by making more use of digital technology including Electronic Document Management (EDM), workflow and web based technologies. Rather than cutting services, 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.

Implementation of the agreed business case will deliver:-

- recurring net annual savings of £2,483,925 from an investment of up to £7,448,155
- a 'fit for purpose' organisation that will be in a position not only to drive continuous improvement but also to generate additional income to fund and support the council's future priorities.

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

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. A summary delivery timetable is shown in the appendix to this report.

Each phase contains an element of detailed design at the beginning, moving through consultation, interviews, selection and training for new roles. To ensure as much continuity of service provision as possible this activity will be supported by detailed transition plans. Each phase has a 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.

Progress April - June 2017

Governance & Management

The revised governance arrangements are being followed and are proving effective in supporting the development of the programme in the way outlined in April 2017.

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

The Programme is complex, with many elements to coordinate. As intended, the new Programme Board continues to meet on a fortnightly cycle to agree and authorise progress.

The revised budget agreed by full council in April 2017 identified additional resources to invest in programme delivery and achieve a greater level of savings.

The Transformation Programme team has been strengthened with the addition of a full time Programme Manager (Mike Franks) and further support for the People and Change; and Customer Focus and Service Redesign work steams.

Currently both in year and ongoing savings as a return on this investment are forecasts based on detailed activity analysis. There is no report on savings at this point. The savings projected from Phase 1 are to be realised in January 2018. We will include progress in realising the savings forecast in future progress reports.

Members will have noticed an increase in activity from April 2017 as we move into the implementation stages of the Programme. Overall, delivery of the Programme is on track and taking place as planned.

Communication & Engagement

2.1 Transformation Tuesday

Transformation Tuesday is published each week to keep staff across SSDC up to date with the Programme. Issue 20 was published on Tuesday 20th June. There is also a monthly Transformation Update that is sent to all elected members of the Council.

2.2 Going for Gold

Over 300 staff from all SSDC's services and teams joined the Senior Leadership Team (SLT) Alex Parmley, Ian Clarke, Clare Pestell and Martin Woods, for the Going for Gold events held on 25-28 April at the Westlands Entertainment Venue. These were important events aimed at engaging and informing staff about the Transformation Programme. SLT launched the vision and objectives for the future of the Council and each morning included an energising presentation from Olympic athlete James Howard about preparation, focus and teamwork.

In workshop groups, everyone was able to contribute ideas and views towards the new Attitudes and Approaches Framework and, in smaller group sessions, to discuss Design Principles, Operating Model, and Technology and Agile Working and how these will look in the transformed Council. Comments about the Going for Gold events included; "Enjoyable and informative, it has really boosted my enthusiasm for the future of SSDC" and "Thank you for the presentation that was both enlightening and reassuring".

2.3 Change Champions

29 staff from teams throughout SSDC have volunteered to be "Change Champions". They will help to promote understanding about transformation with their colleagues, listening to concerns and acting as an informal channel of communication with the Transformation Programme Team. Kirsty Larkins, Housing & Welfare Manager, has joined the change champions and will help with management of the network.

From mid-June, Change Champions have been a listening ear for staff as we go through transformation, providing another channel of communication with the Transformation Team so that questions and concerns can be understood and addressed.

The Change Champions are trialling a social media channel for communications which we hope will become the channel of choice for everyone within the council to share information and provide assistance.

2.4 Members Briefing

A well-attended briefing for members was held on 15th June, before the Full Council meeting.

The event was designed to:
- Respond to requests by Members to have more information on Transformation
- Provide further details about the content and delivery of the Transformation Programme
- Kick start Member engagement in shaping the way the Council works in the future, particularly in areas which affect the Member role most.
- To reassure members and develop understanding of how the savings will be delivered
- Trail the next members event on locality working and Q & A with South Hams Members - September (Date TBA)

Participation during the five linked sessions and informal feedback afterwards suggests that the briefing was well received and worthwhile. We were able to provide more detail of the various work streams involved and how that work will deliver the programme and meet the ambitions of the Council. As intended, the sessions generated lots of ideas and suggestions to make the most of the new way of working.

2.5 Work Stream

The communication work stream workload has increased significantly in the period leading up to consultation. The levels of ongoing engagement needed to make sure everyone is aware of what is happening and when, means that we need to increase our resources in this area. A new temporary post will shortly be filled.

Customer Focus and Service Redesign

A significant proportion of the savings will be delivered through this work stream. Meetings have now been held with all support services teams to begin the process of redesign. Business Analysts have been recruited internally and they will be leading staff from each area of support services through a series of workshops to redesign all high volume processes, enabling as much self-service as possible. These begin in July and will continue throughout the summer and autumn.

Implementation of Phase 1

Formal consultation for Phase 1 began on the 26th June 2017. All staff whose roles are in Phase 1 were invited to a briefing given by the Chief Executive, SLT and HR and to receive information packs which include the proposed new structures for the management and corporate support services, the attitudes and approaches framework, an expression of interest form and the timeline.

A comprehensive package of support is being delivered to staff, including one to one sessions with HR, drop in sessions to learn more about the proposals and workshops on how to apply for new roles and interview skills.

Consultation ends on the 26th July and the selection process begins on 7th August with the outcomes being notified to all applicants week commencing 25th September

Technology

The contract with the ICT software supplier has now been agreed. The supplier CIVICA has already been working with the ICT team to put the architecture in place to support the new solutions and the first planning meeting has been held. The detailed work will now commence and one of the early priorities is to create a portal for staff to self- serve HR, Legal, ICT and Finance issues. This will support the changes happening as part of Phase 1 and will also be a good way to test some of the functionality which we are using in the external customer portal later on in the programme.

Risk Profile

The Programme Board manage any identified risks to programme delivery. As necessary the Board can "elevate" consideration of a risk to the High Level Steering Group to discuss controls and mitigation. However, currently the Board believes all risks are being managed satisfactorily.

Accepting the officer recommendations in this report will not affect the risk profile.

Carbon Emissions and Climate Change Implications

None from this report

Equality and Diversity Implications

No adverse equality impacts have been identified

Privacy Impact Assessment

None from this report

Background Papers

SSDC Transformation Programme – Report to Full Council April 2017