

SSDC Transformation Programme – Progress Report

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Purpose of the Report

1. This progress report has been prepared in accordance with the Transformation Programme Governance arrangements agreed by Full Council in April 2017 where it was agreed that the District Executive would receive quarterly updates on the progress of the council's Transformation Programme.

Forward Plan

2. This report appeared on the District Executive Forward Plan with an anticipated Committee date of October 2018.

Public Interest

3. 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 (the savings comprise £2,541,821 reduction in staff costs, partly offset by £57,896 net increase in IT systems ongoing maintenance)
- 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.

Recommendation

4. The District Executive is asked to note and comment on the report.

Background

5. The previous quarterly progress report was made to District Executive in July 2018. The Transformation Programme Board continues to meet twice each month to resolve emerging issues and drive the programme forward. The programme is now in full delivery, it is a complex fast paced programme of organisational change to reposition the council financially and operationally so that it can deliver service delivery activities within budget and meet modern customer expectations of accessibility and convenience. Essentially it is a technology driven programme that improves all

aspects of people, process and systems to provide significant efficiencies and greater customer experience.

6. The programme has been designed to include several workstreams which deliver a new operating model that repositions most of the workforce to align with a different way of working underpinned with automation and a digital first customer offer which will be operational from January 2019

Programme Status

The programme is on track and within budget to deliver expected benefits

7. The Programme Board is provided with monthly updates in the form of programme and work stream level status reports. A consolidated quarterly report, is reported to the High Level Steering Group in accordance with the agreed governance structure.
8. The programme has repositioned the workforce to fit the new operating model, the intended selection activity was delivered in three phases and is now complete:
 - Phase 1 – New management roles and support services activity
 - Phase 2 – Strategy and Commissioning activity
 - Phase 3 – Service Delivery and Commercial activity (property services)
9. The selection activity for the new roles in the operating model was a substantial undertaking that used a significant amount of organisational resource and effort, it was an unsettling time for the workforce. Council operations were maintained during this challenging period, there were some service performance impacts as anticipated, but these have been managed and performance is now returning to standard levels. Performance continues to be closely monitored by management and reported through to Programme Board fortnightly.
10. All in scope roles have now been determined, the outcomes being reported in the previous update report. Offered roles have since been worked through to accepted terms, the last few cases have just been finalised. This now means that the estimated cost modelling undertaken on offered positions can now be repeated on known accepted roles to determine a final outcome position. This piece of work, as well as finalising the financial benefit of the programme, will determine the new staff establishment for the council from 1st January 2019, including agreed budget position in respect of vacant positions. This will be reported to District Executive when complete.

New ways of Working – going live with the operating model

11. Following the completion of the workforce selection activity, the attention and effort of the organisation is now focussed on delivering the new ways of working to ensure that effective and efficient service delivery can be maintained from January on the reduced establishment numbers. All aspects of service delivery are changing; people, process and systems. It is not planned to have a “go-live date” for all the changes that are proposed to be made as this presents a higher than necessary risk and pressures on resources. Instead, changes will be introduced over a period of weeks commencing in late January. This reduces risks which may compromise customer provisions through soft launching, testing and piloting to refine and adapt the service delivery environment.
12. The process of moving the service delivery operations from old state to new state is called “transition”. There is a considerable amount of activity required to ensure that service delivery is maintained and the new ways of working and delivering services are implemented and embedded. The transition requirements have been identified by the Service Delivery Managers and grouped within the programme workstreams. This ensures that the Transformation Programme is focussed to deliver the key milestones and deliverables for successfully transitioning service delivery to the

new ways of working. It also provides for the progress of transition activity to be monitored and reported through the programme governance structure.

13. The Service Redesign workstream has been running since January 2018 and has identified new efficient ways of working and the supporting new technology;
 - Digital workflows to create efficiencies through automation
 - Digital content for the new website which includes the customer portal to access customer accounts.
 - Integration specifications for linking customer accounts to business line systems to provide real time view and update capability to enable customer self-serve facilities for transactional and enquiry activity.
 - Scripts for an improved customer focus service to support assisted and mediated access
14. Not all of the new digital functionality will be available at the same time in January 2019. Some will be available from end of November 18 for piloting and testing, a gradual introduction will be made from therein with the vast majority of identified digital improvements in place by end of May 2019. Residual implementation will continue through to the end of 2019. The technical product definitions for key milestone dates has been agreed with our technology partner Civica. Continual innovation and on-going process improvement will be embedded into the organisation.
15. The South Hams and West Devon Civica IT Lessons Learnt scrutiny report has been reviewed by the Technology work stream lead. The report does not identify any issues that are relevant to the SSDC approach or that we were not aware of and are managing through the contract. South Hams and West Devon had previously shared lessons learnt at the stage when the SSDC contract with Civica was drafted.

Channel Shift

16. The new website for customers which includes the Customer and Business Portals will be functioning at the end of January, this will be a soft launch. The communications campaign to promote the Portals will be undertaken later to coincide with the despatch of Council Tax and Business Rates bills as self-serve and access to council tax and business rate accounts are a key feature of the new functionality. Additional channel shift campaigns to target specific demographics and customer groups will be timed to be undertaken as the relevant functionality becomes available. This suite of targeted channel shift campaigns will kick-start the necessary channel shift that is critical to the success of the new operating model. Customer Focussed Staff will also be supporting customers in utilising self-service channels.

Members Portal

17. A detailed plan for the delivery of the Members Portal is currently being developed. The initial release of the site will be available in January 2019 with further development being generated through the Members Working Group.

New Customer Service provisions for face to face customer support

18. The council has invested in technical solutions that support self-service for those customers that want and need to access services digitally. We recognise that for some demographics and customer groups self-service is neither applicable nor appropriate, so investment has also been made in providing excellent new facilities at Petters House in Yeovil to support customers. The building works to make the necessary adaptations have commenced. The facilities will become available in

phases from February 2019 which will enable continual operations from the site without closure. The works are due to be completed by March 2019.

19. We are also making provisions in other towns for Customer Access Points (CAPs). The CAP provisions are being developed with partners such as Town Councils and the Library Service. The CAP provisions are intended to be an enhancement to existing arrangements which will enable assisted self-serve and mediated access to our new online services. These are in the early stages of development and the intention is to pilot 4 new arrangements over the next 12 months and then to review the effectiveness and value of the provision before committing to further investment or final provisions.

Financial Implications

20. There are no direct financial implications related to this report regarding the original transformation programme budget. The programme remains in budget and is forecast to deliver the expected financial savings.

Risk Matrix

21. The risk register for the Transformation Programme focuses on Financial, Professional, Reputational and Quality associated risks. Management of these risks is undertaken by Officers assigned to risks and monitored through the Programme Board and the High Level Steering Group. There are 16 risks identified, and all currently reduce in severity once the range of controls and actions have been applied. The current risk matrix is as follows:

Risks before controls and actions		Risks after controls and actions	
High	9	High	0
Medium	7	Medium	9
Low	0	Low	7

Council Plan Implications

22. This report is consistent with the Council Plan 2016 – 2021. Transformation is a priority of the current Plan.

Carbon Emissions and Climate Change Implications

23. There are no direct implications

Equality and Diversity Implications

24. There are no direct implications in this report. The redesign of services will require impact assessments to ensure new service delivery options meet with all relevant requirements. The assessment process is embedded into the service redesign work stream.
25. An Equality Impact Assessment was undertaken in 2017 prior to commencing the selection process for the repositioning of roles in the organisation. The Equality Impact Assessment deemed there was no inequitable impact for any group as a result of the reorganisation proposals as sufficient measures have been taken to address any potential areas of risk. The assessment was attached as one of the appendices to the formal consultation document in both phase 1 and phases 2/3.

Privacy Impact Assessment

26. There are no direct implications

Background Papers

27. Quarterly reports to District Executive and Transformation Programme Board as mentioned in this report.
