

TRANSFORMATION PROGRAMMES UPDATE

Submitted by: Head of Business Improvement & Partnerships

Portfolios: Customer Services and Transformation
Resources and Efficiency

Ward(s) affected: All

Purpose of the Report

To provide an update for members on the various elements of the Newcastle under Lyme BC (NBC) Transformation Programmes.

Recommendation

It is recommended that: -

- Cabinet notes the report contents;
- Cabinet agrees to receive further updates in its role as a key element of the Council's Strategic Programme Board, alongside the Executive Management Team (EMT);
- Cabinet makes suggestions for further inclusion in any of the change programmes set out in the report in terms of projects or areas for further examination; and
- Cabinet instructs the Head of Business Improvement and Partnerships, as the Programme's Manager, to continue to provide these updates as the officer responsible corporately for programme and project management for the Council and also instructs the Head of Business Improvement and Partnerships to make any necessary updates as outlined in the previous recommendation

Reasons

To ensure Members are updated on the major programmes of transformation projects aimed to secure efficient, effective and modernised services across the Council.

1. Background

- 1.1 In February 2010 Cabinet, supported by EMT, approved the initial development of a Transformation Programme for the Council with a view to delivering and further developing the Programme within and beyond the next three financial years.
- 1.2 This report provides an update on the Programme and supplements previous reports to Cabinet in June and September 2010, and also in March 2011. Further updates were also provided to the Transformation and Resources Scrutiny Committee in September 2010 and March 2011.
- 1.3 This latest report covers: -
 - Updates on the Transformation Programme itself, including changes to the Programme's structure and the development of further change programmes;
 - Further updates on the projects which make up the Transformation and other change

- programmes currently being developed by the Authority, and
 - Outline of next steps for Members to consider beyond the scope and lifespan of these programmes, where relevant
- 1.4 Members will recall that the initial development of the Transformation Programme included a series of 'gateway' reviews by Cabinet/EMT (the Strategic Programme Board). Each of the constituent projects which made up the Transformation Programme were examined at critical stages so as to provide assurance that: -
- the original business cases retained value
 - each project aligned with corporate priorities,
 - each project was progressing successfully to delivery.
- 1.5 Following the completion of the gateway review process in July 2010 and since then, the list of projects which made up the final Transformation Programme was further divided into those having the necessary infrastructure in place to be delivered immediately and those which require further development prior to delivery. As a result, some projects have now been removed from the Transformation Programme, as they have either been included with other projects or programmes or have now been completed.
- 1.6 The Council has updated its programme management since July 2010, and these updates are included in this report. (see Appendix A).
- 1.7 The Transformation Programme originally had a set of key aims which it was designed to deliver. These were:
- Delivering efficiency savings;
 - Developing new ways of working (leading potentially to cultural change);
 - Improving performance; and
 - Improving customer service
- 1.8 These remain the focus of the Transformation Programme and also TWWW and TBC explained below.
- 1.9 Building on the aims of the Transformation Programme, the projects covered by the Programme were divided into a number of categories of activity: -
- Reviewing the Council's accommodation needs
 - Delivering cashable and non-cashable efficiencies
 - Improving performance through a range of service changes
 - Achieving environmental improvements
 - Achieving improved customer service
- 1.10 In order to build on these achievements, the Council's Cabinet asked the then-newly appointed Chief Executive (in January 2011) to re-structure the Transformation Programme in order to focus on those projects which are seen as integral to establishing a 'critical path' for delivering change across the organisation as a whole and also delivering against the key aims set out above of the Transformation Programme.
- 1.11 The structure now consists of 3 parts:-
- The Transformation Programme (TP)
 - The Way We Work Programme (TWWW)
 - The Business of the Council (TBC)

- 1.12 The TWWW Programme and covers the following projects (previously in the original Transformation Programme): -
- Review of Council accommodation
 - Home working
 - Flexible working
 - Electronic Document/Record Management System (EDRMS)
- 1.13 The ambition of the TWWW Programme was to deliver the aims set out by the Transformation Programme by achieving 'step change' in the projects listed above.
- 1.14 Concerning the TBC, the Cabinet has now requested the Chief Executive to examine the democratic workings of the Council in order to ensure that these continue to be both fit for purpose and also are efficient and represent value for money. A number of projects are currently being developed along these lines and the newly-developed TBC Programme will also feature existing projects that were formerly a part of the Transformation Programme – the Committee Administration project and the Locality Action Partnership (LAP) Review.
- 1.15 Each of the three ongoing NBC transformation programmes has the Head of Business Improvement & Partnerships (formerly Performance and Transformation) as Programme Manager. The Head of Business Improvement and Partnerships also acts as the corporate lead responsible for programme and project management for the Council.

2. The Council's Transformation Programmes – Update on Activity

- 2.1 As already covered by this report, there are three change and transformation programmes ongoing within the Council. These are: -
- Transformation Programme (TP)
 - The Way We Work Programme (TWWW)
 - The Business of the Council (TBC)
- 2.2 Members have received updates on a number of the projects which form part of these transformation programmes in previous reports. This report does not seek to repeat this information, but provide further updates on individual projects.
- 2.3 It should be noted that Appendix A sets out the detailed status of each individual project.
- 2.4 In terms of the TP, the following 'live' and ongoing projects are currently cover: -
- Time and attendance management system – the system is now in place in a number of service areas and locations. Work is ongoing to roll out to the depot in July 2011
 - Staff Recognition and Reward Scheme – the scheme is currently being reviewed, based on the lessons learnt from the project previously and the award ceremony held in November 2010
 - Town Centre Partnerships – the ultimate aim of the project is to create a Business Improvement District (BID) for the town centre in Newcastle. In order to do this, a shadow company needs to be created, and this process is ongoing. Other aspects of the project are being developed and delivered around event organisation and profile raising
 - Customer Relationship Management (CRM) – funding and other aspects of the process of purchasing a new CRM system are being examined and further updates will be provided when more details are available through organisations such as

Staffs Connects

- Customer Insight – work is ongoing with Staffordshire County Council to procure data across the county which will assist in the development of services based on customer/citizen profile and lifestyle information
- Web Services – examining the potential for channel shift where possible and enhancing the availability of services through the web
- Customer Services Standards – review ongoing, with a view to introducing improvements in key service areas

2.3 In addition to these ongoing projects, Members will recall that there have been a number of other projects that have been included at various stages of the Programme since its inception. These have been covered in more detail in previous reports to Cabinet.

2.4 Since the last report to Cabinet on the Programme in March 2011, the following project has been delivered: -

- Health and Safety Management Software – a new system (Target 100) has now been procured and implemented. Staff have now been trained in use of the new system. The processes covered by the system are now working well across the organisation.

2.5 The projects which form part of the TWWW Programme (following the restructure instigated by cabinet in January 2011) have seen developments in the following areas:

- Accommodation Review – a series of studies have been completed to establish the Council's accommodation needs in terms of its buildings. As a result of this work and negotiations with key partners (Police, Staffordshire CC and NHS North Staffordshire amongst others) discussions are now ongoing for some or all of these organisations to move into the Civic Offices with the concurrent benefits for partnership working and additional income for the Borough Council.
- Home working – a pathfinder was completed in April 2011, which examined the logistical issues in terms of encouraging and enabling staff to work from home. The pathfinder looked at areas such as equipment needs, infrastructure issues and other matters. The results of the pathfinder was the creation and development of a scheme for homeworking in the authority. This scheme was supported by the Employees Consultative Committee in June 2011 and work is ongoing to roll out the process across the organisation. It is envisaged that more homeworkers may ease the pressures on council buildings, although the scheme is not compulsory. Different options are also being examined around providing hotdesking facilities for council staff in the future.
- Mobile working – a number of potential areas which could benefit from mobile (or flexible) working are currently being examined, such as inspection tasks. In addition, technological options and solutions are also being examined to see if they match with the requirements of the council in the long-term.
- EDRMS(Electronic Document/Record Management System) – a number of further developments have been seen as part of the project, including securing the appropriate software to support the change to electronic storage of documents and records across the Council's services and the storage of this information. Work is also ongoing in terms of the needs of each service area in this respect.

2.6 The third area of change is TBC. This Programme is focused on those areas which cover the democracy and constitution of the council and also how the authority engages with its communities and other key stakeholders.

2.7 This Programme is very much a work in progress, but does contain two projects which were formerly part of the original Transformation Programme. In terms of updates these include the following: -

- Locality Action Partnership (LAP) Review – this project has now completed a report on the LAPs, their remit and function and purpose. This was presented to the Borough Council’s Cabinet in September 2011, following consideration by all aspects of the Borough’s partnership structures. Work on implementing the recommendations set out in the report will begin from September 2011 onwards
- Committee Management System – this refers to the project designed to procure and deliver the Modern.Gov software system into the Council. Since the last update to Cabinet, training has been provided to key officers in the council; tests have been done on the system and the system has also been populated. It is likely that the new system will go ‘live’ before the end of 2011.

2.8 It is expected that the Programme will include a range of additional projects, although some of these are not yet live. The list is currently as follows: -

- Review of the Council’s constitution – building on work already done by various groups and by Members and officers
- Scrutiny – taking forward the recommendations arrived at by the peer review earlier this year
- Member training and development – to be considered alongside a Member working group and to include the provision of ICT to elected Members
- Member support – the provision of support to elected Members from officers and also via ICT
- Allowances – review of the level and detail of allowances to elected Members
- Reports – how reports are provided and organised
- Mayoralty – to review the provision of support for the Mayor and the Mayor’s office

2.9 This section represents a full update of transformation and change activity currently ongoing in the Council. It should be noted, however, that this is not a static list and other projects and areas of focus can be added to these programmes at any time.

3. **Next Steps**

3.1 As previously reported and set out for Members, regular reports (on a quarterly basis unless otherwise requested) will continue to come to Cabinet, enabling Members to continue to take an overall, strategic view and to review progress. Members can then be assured that projects are progressing towards delivery and that any further issues arising which need a strategic steer are identified.

3.2 Work will progress on delivery of the Programmes set out in this report under the auspices of Cabinet and EMT as the Council’s Strategic Programme Board and regular meetings will take place with project managers in order to progress delivery of individual projects – carried out by the Programme Manager.

3.3 A number of projects have further developed project plans, including establishing detailed roles and responsibilities for each project and for the Programmes as a whole and these will continue to be reviewed and developed.

3.4 Again, as before, Members may now wish to consider the next steps in relation to how the Council deals with the change and transformation agendas in moving forward. Members will note that the Council’s Medium Term Financial Strategy (MTFS) indicates that the

financial picture remains challenging and the focus of ongoing change will be on identifying and securing efficiency savings and also increasingly focusing on how the organisation responds to the challenges of the localism agenda and continues to deliver quality services to its citizens.

3.5 In addressing the developing approaches to change, the Council will seek to address a variety of key areas including:

- the organisation's culture;
- the way the organisation organises its service areas;
- identifying ways to improve the processes used by the Council in delivering its services
- improving outcomes for the Borough as a whole.

3.6 It is envisaged that this work will be taken forward by Cabinet/EMT as the Strategic Programme Board for the authority through the development of a clear structure of programme and project management aimed at delivering positive change for the organisation over the next 2-3 financial years.

4. **Outcomes Linked to Sustainable Community Strategy and Corporate Priorities**

4.1 These were identified and included in all the original Project Initiation Documents (PIDs) considered by Cabinet/EMT at the business justification stage between April-July 2010. They have been further considered as part of the Programme development set out in this report.

4.2 The PIDs and other key project documentation continues to be reviewed and developed into project and programme plans since initial approval by Cabinet/EMT and have – in most cases – been developed into more detailed project plans within the wider Programmes.

5 **Legal and Statutory Implications**

5.1 These have been considered in relation to each individual project.

6. **Equality Impact Assessment**

6.1 The Programmes will be able to support the Council's work on equalities. There are no specific impacts arising from this report.

7. **Financial and Resource Implications**

7.1 Projects will be developed within existing resources where possible and others will be scoped in detail as required.

8. **Major Risks**

8.1 The overall programme risks will be assessed and mitigated. Projects within the programmes will be risk assessed to the appropriate level of detail.

9. **Key Decision Information**

9.1 None, but will apply to certain individual projects.

10. **Earlier Cabinet/Committee Resolutions**

10.1 On 15 September 2010 and 22 March 2011, Cabinet resolved to note the report and agree to further updates on the Transformation Programme.

11. **List of Appendices**

Appendix 'A' – Transformation Programme/TWWW Programme/TBC Programme updates.

12. **Background Papers**

None.