

# Public Document Pack



## Agenda Supplementary 2

Dear Councillor

### **AUDIT, SCRUTINY AND TRANSFORMATION COMMITTEE - MONDAY, 7TH MARCH, 2016**

I am now able to enclose, for consideration at next Monday, 7th March, 2016 meeting of the Audit, Scrutiny and Transformation Committee, the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>
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- |     |  |
|-----|--|
| 11. | <u>Report on transformation</u> (Pages 3 - 18) |
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Yours sincerely

Head of Paid Service

Encs



**7<sup>th</sup> March 2016**

## **Audit, Scrutiny and Transformation Committee**

### **Transformation Programme**

**Report of:** *Philip Ruck – Head of Paid Service*

**Wards Affected:** *All*

**This report is:** *Public*

#### **1. Executive Summary**

- 1.1 The purpose of this paper is to provide an overview of the Transformation Programme that the council has started.
- 1.2 The paper presented to the Committee in September 2015, referred to Phase 1 of the Transformation agenda which focused on the delivery of the Customer Access Strategy and New Ways of Working.

#### **2. Recommendation(s)**

##### **2.1 Agree the approach to the Transformation Programme and the associated activities**

#### **3. Introduction and Background**

- 3.1 Business transformation, in many cases driven by technology, is an imperative if the Council is to deliver services against the challenges before us.
- 3.2 Transformation however, means actions and decisions must be taken now to keep up with evolving customer demands and to achieve more with less. The transformation required will lay down the foundations of the organisation for the next 10 years at least. Some headway has definitely been made on the journey to deliver redesigned and integrated services, but many areas are still constrained by old habits.
- 3.3 Within the Council pockets of innovation exist and there is a strong desire to support and drive change, but we have to recognise that the organisation still lacks some of the core skills and capacity required to

drive organisational transformation at pace. Research has found that 34% of public sector employees at Middle manager level and below believe leaders need to alter the entire organisational structure, with 30% claiming a lack of clear direction inhibits effective change.

- 3.4 Leaders (at member and officer level) must take responsibility for empowering the workforce in order to drive transformation and they must embrace an organisational culture that encourages employees to innovate and take risks for the good of the residents of Brentwood.
- 3.5 A report by CIVICA , developed with SOLACE, outlines five key areas to lead a successful transformation:
  - I. Create a winning change task force. Identify key revolutionaries from your workforce and set the clear objective to drive change.
  - II. Set a compelling vision. Work to create a single and clear vision which is understood at every level.
  - III. Revolutionise the organisational structure. The move away from a traditional hierarchical structure and build a flatter one, in which silos are broken down and democracy is devolved among the entire workforce.
  - IV. Create an empowering people plan. This plan should create a can-do culture and inspire future leaders.
  - V. Practice what you preach. Ensure that even the leaders learn from others through peer networking, attending knowledge sharing sessions, job shadowing and secondments.
- 3.6 The transformation programme that will be deployed by BBC will reflect the above key attributes. Importantly transformation is driven by:
  - Engagement – the need to engage with all in the decision making process of the Council
  - Efficiency – the need to deliver services effectively with best value
  - Informed decisions – produce high quality data to support decision making
  - Morale – involve employees in the journey – they are a valued resource and also highly loyal and knowledgeable
  - The need to support the Council’s vision and strategic thinking

3.7 The transformation journey must recognise and take into account two key factors:

- 1) The financial status of the Council  
and
- 2) The delivery of the Vision for Brentwood 2016-2019

3.8 The initial phase (Phase 1) of the Transformation Agenda has clear deliverables:

- 1) For the customer - the implementation of the Customer Access Strategy
- 2) For the employees - delivering New Ways of Working

3.9 The budget (agreed at Full Council 2 March 2016) has now allowed this work to be expanded into other areas such as Organisational Change.

#### 4. Transformation Project Status

4.1 The transformation agenda is seeking to provide major changes to the organisation in both the back office and the way work is done. To achieve this, the Council is bringing together two particular workstreams providing the focus for this agenda; the New Ways of Working programme (NWoW) and the Customer Access Strategy (CAS).

Project	Objective	Status
New Ways of Working	<p>This is the flexible work concept of working anytime, anyplace, anyhow.</p> <p>A key enabler is ICT</p>	<p>Phase 1</p> <ul style="list-style-type: none"> <li>• New Storage</li> <li>○ Replaced current storage hardware with more capacity, higher performance and connection to Azure automated offsite data protection.</li> <li>○ Target completion: <b>completed</b></li> </ul> <p>Phase 2</p> <ul style="list-style-type: none"> <li>• start to migrate data (ongoing )</li> <li>○ This will enable automatic data back up to the cloud and will form part of the work required which will eventually provider faster access to departmental shares</li> </ul>

Project	Objective	Status
		<ul style="list-style-type: none"> <li>○ Target completion: phase 1 complete</li> <li>○ Target completion: phase 2 - 31/3/16</li> </ul> <p>Phase 3</p> <ul style="list-style-type: none"> <li>● Web services to Azure</li> <li>○ Provides high availability of the Council's web services meaning reduced likely downtime for maintenance or other issues. This will give services the confidence that digital information will be available to customers 24/7</li> <li>○ Target completion for Website: 31/3/16</li> <li>○ Target completion for other web services: 30/9/16</li> </ul> <p>Phase 4</p> <ul style="list-style-type: none"> <li>● Move systems to HA</li> <li>○ This optimizes disaster recovery by protecting system with Azure offsite data protection.</li> <li>○ Target completion for setup, test &amp; move to BaU :31/3/16</li> <li>○ Fail over test target : 30/6/16</li> </ul> <p>Phase 5</p> <ul style="list-style-type: none"> <li>● Smart working , Self Service</li> <li>○ This will deliver collaborative working using SharePoint (SP), the introduction of features such as self service password reset (SSPR).</li> <li>○ SSPR completed</li> <li>○ Target complete: 30/6/16</li> </ul> <p>Phase 6</p>

Project	Objective	Status
		<ul style="list-style-type: none"> <li>• Updates to desktop <ul style="list-style-type: none"> <li>○ To start the beginning of the transition to the new desktop we will be introducing MS Office 2016 in a phased approach.</li> <li>○ Office 2016 in beta testing</li> <li>○ Target Completion: Mar 17</li> </ul> </li> </ul> <p>Phase 7</p> <ul style="list-style-type: none"> <li>• Move other systems to cloud <ul style="list-style-type: none"> <li>○ Application from the Cloud. Giving services the flexibility of almost any device from anywhere</li> <li>○ Target Completion: Mar 18</li> </ul> </li> </ul>
Customer Access Strategy	<p>Members will be aware that the Customer Services Transformation Business Case was approved in November 2013. The concept of this transformation was to shift to a new model that offered a wide range of modern and efficient access channels for customers. This new service model would consist of three main strands:</p> <ul style="list-style-type: none"> <li>• A modern, and customer friendly website with increasing options to transact on-line with the Council;</li> <li>• An effective and</li> </ul>	<ul style="list-style-type: none"> <li>• New Complaints Policy and procedures developed and introduced</li> <li>• New 'Kiosk' facility introduced into the Town Hall for residents making payments</li> <li>• Ongoing Workshops are taking place with front facing services to develop detailed plans for the following work streams: <ul style="list-style-type: none"> <li>- Channel Shift Strategy and targets</li> <li>- Online Customer Transactions/website pages</li> <li>- Text Messaging service</li> <li>- Customer Standards</li> <li>- Customer Satisfaction and Benchmarking</li> </ul> </li> <li>• A refreshed Council website homepage and introduction of 'My Nearest' - Completed Technology projects</li> <li>- Business Cases/Options for appropriate software systems to enhance customer services are currently being developed</li> </ul>

Project	Objective	Status
	<p>efficient telephone service with direct access to trained advisors able to resolve most queries without the need to refer the customer on.</p> <ul style="list-style-type: none"> <li>• Handling other contact channels such as post, emails, text messaging and social media.</li> </ul> <p>The two key elements to deliver this customer services transformation was the introduction of a Customer Access Strategy and a Customer Contact Centre.</p>	<p>including:</p> <ul style="list-style-type: none"> <li>➤ Customer Relationship Management</li> <li>➤ Booking System</li> <li>➤ Customer Portal</li> </ul> <p>The Contact Centre began operating in April 2014 and is now working at full capacity delivering the following:</p> <ul style="list-style-type: none"> <li>• Services for Housing, Depot, Environmental Health, Licensing, Planning and Building Control</li> <li>• Handling over 120 types of enquiries – from arranging a rent payment to reporting a missed waste collection</li> <li>• Additional tasks to assist services i.e. customer satisfaction surveys, updating data on systems etc</li> </ul> <p>There are Performance Indicators in place that monitor the performance of the Customer Contact Centre.</p>
The Corporate Plan	Delivery of the Vision for Brentwood 2016-2019	<p>A programme has been developed to deliver the Vision – please see Appendix A – “Brentwood a better place to be”</p> <p>The Policy, Finance and Resources Committee (PFR) have agreed to be the programme Board and will receive regular updates on progress</p>
Organisational Change	The reviewing and modifying of management structures and business processes to align with budget and customer service design	<p>Restructures</p> <ul style="list-style-type: none"> <li>○ Approval has been given at PFR to produce a number of restructures</li> </ul> <p>Shared Service</p> <ul style="list-style-type: none"> <li>○ Discussions have commenced with a number of organisations to <ul style="list-style-type: none"> <li>a) Reflect new ways of service delivery</li> </ul> </li> </ul>



Project	Objective	Status
		b) Create additional capacity c) Realise efficiency savings d) Create career opportunities e) Ensure Best Practice (new processes are enabled)  HR Policies A total review of HR policies is being undertaken  Legal Service Review This has been commissioned and is scheduled to complete in April 2016
Reporting and Monitoring	A reporting framework has been developed to monitor the progress of projects	Please see sample screen shots on Appendix B

## 5. Reasons for Recommendation

To formalise and set out transformation phase 1 plan that identifies a clear and structured approach.

## 6. Consultation

6.1 With CLB.

6.2 LB Newham & LB Havering IT (“OneSource”) on New Ways of Working and ‘Modern’ proposal.

## 7. References to Corporate Plan

7.1 Transformation – Provide more modern and effective customer services, develop new ways of working for the Council, improving service delivery and reducing costs and unnecessary bureaucracy.

## 8. Implications

### Financial Implications

**Name & Title: Chris Leslie, Finance Director**

**Tel & Email: 01277 312 542/christopher.leslie@brentwood.gov.uk**

- 8.1 The New Ways of Working Programme seeks to ensure the Council is making the most efficient use of its resources.

### Legal Implications

**Name & Title: Saleem Chughtai, Governance Lawyer – BDT Legal**

**Tel & Email: 0208 227 2070 / Saleem.chughtai@bdtlegal.org.uk**

- 8.2 The Council is under a duty pursuant to the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

**Other Implications** (where significant) – i.e. Health and Safety, Asset Management, Equality and Diversity, Risk Management, Section 17 – Crime & Disorder, Sustainability, ICT.

- 8.2 The Transformation agenda will have implications that will affect policies, services and processes. These will be captured as individual projects take shape and implemented.

## 9. Background Papers (include their location and identify whether any are exempt or protected by copyright)

- 9.1 Customer Access Strategy

## 10. Appendices to this report

Appendix A – The programme that supports the Vision for Brentwood 2016-2019

Appendix B – The Phase 1 Transformation Agenda

Appendix C – How we will monitor progress (Samples of the Corporate Project Management Reporting Site)

### Report Author Contact Details:

**Name:** Philip Ruck –Head of Paid Service

**Telephone:** 01277 31

**E-mail:** [philip.ruck@brentwood.gov.uk](mailto:philip.ruck@brentwood.gov.uk)



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# Appendix A – The programme that supports the Vision for Brentwood 2016-2019

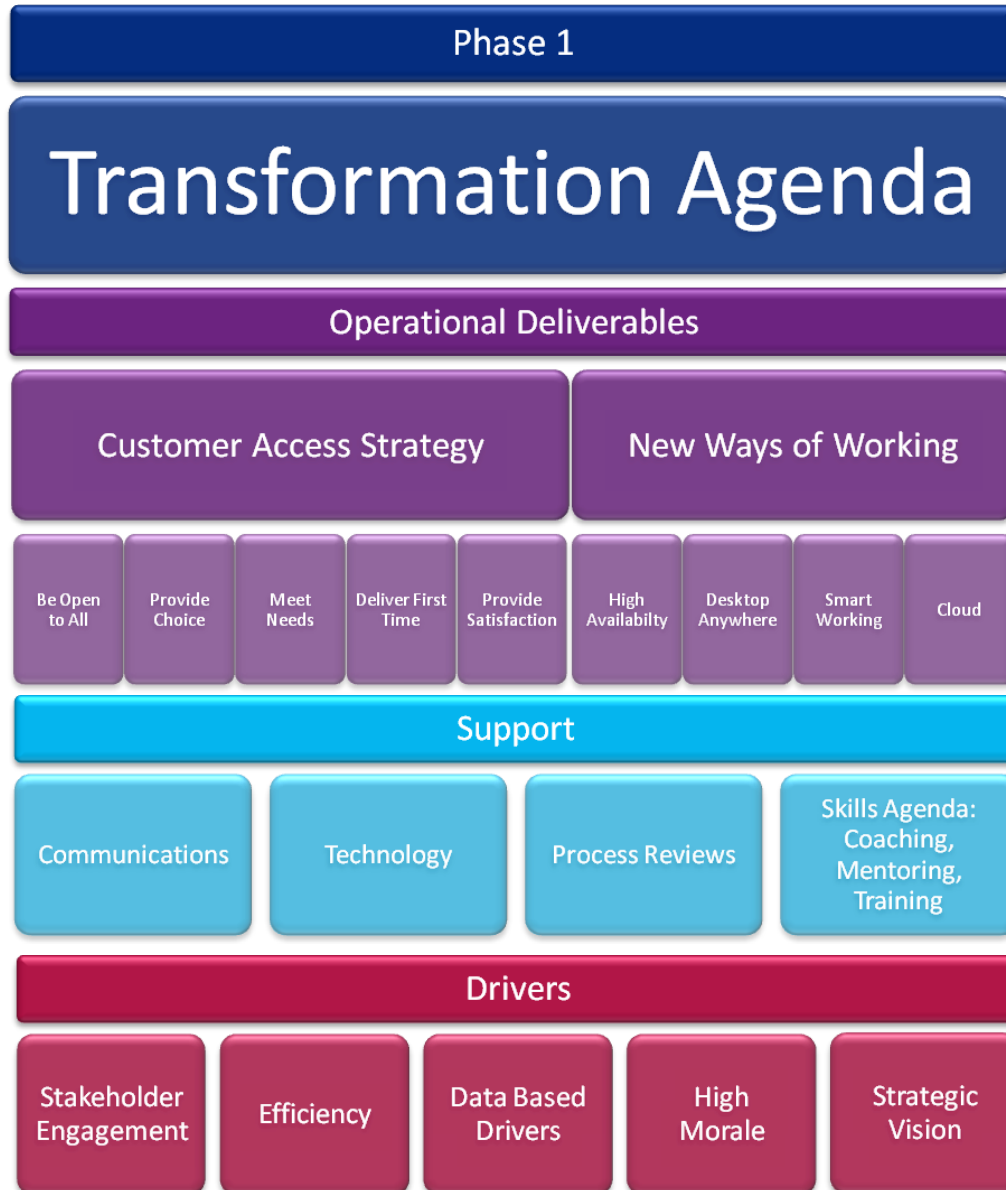
## Delivering Our Vision – A Programme for Brentwood



<b>Brentwood – A Better Place to Be.....</b>									The Programme
<i>Homes that people want to return to</i>		<i>Communities and Town Centres that people want to be a part of</i>		<i>An economic area that people want to do business in</i>		<i>An environment that people feel is safe, clean and fun</i>			The Outcomes
Local Development Plan (LDP)		Leisure		Addressing Housing Needs		Health & Wellbeing		Partnership	Key Strategies
Asset Plan	Volunteer Strategy	Town Centre Action Plan	Customer Access Strategy	Medium Term Financial Plan (MTFP)	Commissioning	Waste	Apprenticeships	Car Park	Supporting Strategies/Plans
Finances		Skillsets/ Resources		Our Processes & Performance		Statutory requirements		Our Appetite for Transformational Change	What we need to be aware of

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Appendix B – The Phase 1 Transformation Agenda



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# Appendix C – How we will monitor progress (Samples of the Corporate Project Management Reporting Site)

**Corporate Project Management**  
*"Providing project expertise, assurance and support to make sure the Council is successfully delivering the right changes in the best way, ensuring what, how, when and why is understood and communicated"*

**Main Menu**

- A. Corporate Project Management
- B. Introduction to Project Management
- C. Project Management Process
- D. Getting Started
- E. Project Approval Process
- F. Project Document Templates
- G. Project Reporting
- H. Roles and Responsibilities
- I. Best Practice - Minimum Requirements
- J. Quality Assurance Process
- K. Glossary
- L. Corporate Projects Dashboard
- M. Contact Us

**Links**

- Corporate Project Checker
- Corporate Project Request Form

**Edit**

Edit this site

**A. Corporate Project Management**

The purpose of Project Management is to ensure that change is delivered with the greatest chance of success. To achieve this we must all ensure we know what, why, how and when that change is being delivered.

Our [Corporate Project Management Process](#) provides support for project teams and transparency on progress to ensure we have the best possible chance of delivering successfully in challenging circumstances.

All projects undertaken at Brentwood Borough Council must now apply this process.

**Getting Started**

If you are looking to start a new project please complete the [Project Checklist](#) so you can check you have the information you need and the Corporate Project Office can provide help and guidance on next steps.

**Project Dashboard**

You can now view all the projects being delivered by the Council via the [Corporate Project Dashboard](#). This is updated monthly.

**Brentwood Borough Council** **Corporate Projects Dashboard - Example**

**Corporate Projects Dashboard – Example**

**Projects by Status - Example Month 2016**

Category	In Progress	Staging/Planned	Waiting/On Hold	Closed
Must	4	2	1	1
Should	3	2	1	1

**Projects by RAG - Example Month 2016**

Category	Green	Amber	Red	Closed
Must	4	2	1	1
Should	3	2	1	1

**Projects by RAG - Previous Month**

Category	Green	Amber	Red	Closed
Must	4	2	1	1
Should	3	2	1	1

**Projects by Priority and Status - Example Month 2016**

Priority	Must Have		Should Have		Closed	Total
	In Progress	Planned	In Progress	Planned		
Status	4	2	3	2	3	17

**Summary Commentary - Example Month 2016**

- Actual vs. planned projects closed
- New projects
- Any other comments

**Definitions**

<b>Must Have</b>	A project that if successful delivers outputs or benefits that are essential to the Council and the Corporate
<b>Should Have</b>	A project that if successful delivers outputs or benefits that are beneficial to the Council and the Corporate
<b>None</b>	Others, but not essential and could be delivered by alternative means if necessary.

Brentwood Borough Council Corporate Projects Dashboard - Example										
Must Have										
Ref	Project	Service	Sponsor	Status	Start Date	Planned End Date	Latest End Date	RAG Status	RAG Status Trend	Commentary
001	Project 1	Service 1	Head of Service	In Progress	Jan 2016	Feb 2016	Mar 2016	Red	Down	Delivery - Project delayed by 1 month and forecast to be over budget.
002	Project 2	Service 2	Head of Service	Stopping	Apr 2016	May 2016	May 2016	Green	Stable	Definition - PID due for completion March 2016.
003	Project 3	Service 3	Head of Service	Planned	Jun 2016	Jul 2016	Jul 2016	Green	Stable	Delivery - Work scheduled to start June 2016. No issues at this time.
004	Project 4	Service 4	Head of Service	Waiting	Aug 2016	Dec 2016	Dec 2016	Amber	Down	Definition - Project Manager has advised that PID may not be complete July 2016 as planned. Delay could impact scheduling of Delivery Phase.
005	Project 5	All	Head of Service	On Hold	Jan 2016	Apr 2016	Apr 2016	Yellow	Up	Delivery - Project on hold while approach evaluated following significant issues.
Should Have										
Ref	Project	Service	Sponsor	Status	Start Date	Planned End Date	Latest End Date	RAG Status	RAG Status Trend	Commentary
006	Project 6	Service 1	Head of Service	In Progress	Jan 2016	Apr 2016	Apr 2016	Green	Up	Delivery - Progressing as planned. No issues at this time.
Closed										
Ref	Project	Service	Sponsor	Start Date	Planned End Date	Actual End Date	Commentary			
007	Project 7	Service 2	Head of Service	Jan 2016	Feb 2016	Mar 2016	Project closed. Project Closure Report submitted.			
Project Requests Rejected										
Ref	Project	Service	Sponsor	Commentary						
121212	Project 8	Service 3	Head of Service	Project Request rejected as doesn't take account of Corporate priorities and no budget identified to meet expenditure required to deliver.						

### Project Highlight Report

This highlight report updates the Project Board about current progress and provides an opportunity to raise concerns, issues and alert the Board to any changes that may affect the project.

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Project Name: \_\_\_\_\_ Project Sponsor: \_\_\_\_\_  
 Project Number: \_\_\_\_\_ Report Date: \_\_\_\_\_  
 Project Manager: \_\_\_\_\_

#### 1. Status

Current Status: Red / Amber / Green (circle to appropriate)      Status Trend: (circle last report) Up / Stable / Down (circle as appropriate)

Reason for Current Status: \_\_\_\_\_

#### 2. Progress (in last period)

Achievement: \_\_\_\_\_  
 Achievement: \_\_\_\_\_  
 Scope: \_\_\_\_\_  
 Storage: \_\_\_\_\_

#### 3. Planned Activity (for next period)

	Planned Date

#### 4. Key Milestones/Deliverables

Milestone/Deliverable	Planned Date	Latest Date	Comment

#### 5. Escalated Risk & Impact

Risk Issue	Risk Score	Mitigation & Comment
	High	
	Medium	
	Low	

#### 6. Escalated Issues & Impact

Issue	Priority	Action & Comment
	Critical	
	High	
	Medium	
	Low	

#### 7. Current Variance

Finance: +/- £ \_\_\_\_\_  
 Quality: \_\_\_\_\_  
 Scope: \_\_\_\_\_  
 Time: +/- Days \_\_\_\_\_  
 Resource: +/- Days \_\_\_\_\_

#### 8. Decisions for Project Board

To approve this Highlight Report.	Agreed
Other: _____	

Once approved please submit to Corporate Project Office