

7th 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"> • New Storage ○ Replaced current storage hardware with more capacity, higher performance and connection to Azure automated offsite data protection. ○ Target completion: completed <p>Phase 2</p> <ul style="list-style-type: none"> • start to migrate data (ongoing) ○ 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

Project	Objective	Status
		<ul style="list-style-type: none"> ○ Target completion: phase 1 complete ○ Target completion: phase 2 - 31/3/16 <p>Phase 3</p> <ul style="list-style-type: none"> ● Web services to Azure ○ 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 ○ Target completion for Website: 31/3/16 ○ Target completion for other web services: 30/9/16 <p>Phase 4</p> <ul style="list-style-type: none"> ● Move systems to HA ○ This optimizes disaster recovery by protecting system with Azure offsite data protection. ○ Target completion for setup, test & move to BaU :31/3/16 ○ Fail over test target : 30/6/16 <p>Phase 5</p> <ul style="list-style-type: none"> ● Smart working , Self Service ○ This will deliver collaborative working using SharePoint (SP), the introduction of features such as self service password reset (SSPR). ○ SSPR completed ○ Target complete: 30/6/16 <p>Phase 6</p>

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

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"> • Handling other contact channels such as post, emails, text messaging and social media. <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"> ➤ Customer Relationship Management ➤ Booking System ➤ Customer Portal <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"> • Services for Housing, Depot, Environmental Health, Licensing, Planning and Building Control • Handling over 120 types of enquiries – from arranging a rent payment to reporting a missed waste collection • Additional tasks to assist services i.e. customer satisfaction surveys, updating data on systems etc <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"> ○ Approval has been given at PFR to produce a number of restructures <p>Shared Service</p> <ul style="list-style-type: none"> ○ Discussions have commenced with a number of organisations to <ul style="list-style-type: none"> a) Reflect new ways of service delivery

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

