OUR ENVIRONMENT

OUR PEOPLE

OUR FUTURE

Transformation and Business Change Plan 2020-2024

South Derbyshire District Council

TRANSFORMATION & BUSINESS CHANGE PLAN 2021-2024

CONTENTS:

Our Environment | Our People | Our Future
www.southderbyshire.gov.uk

FOREWARD

Welcome to the South Derbyshire Transformation & Business Change Plan 2020-2024.

This plan outlines the central themes of a four year Transformation programme which will act, alongside Service Plans, as the delivery model for the newly introduced Corporate Plan 2020-2024.

Our Corporate Plan has our vision and values at its core which play an important role in ensuring that we deliver our services and care for our District and its people to the best of our abilities.

The Corporate Plan concentrates on the issues that are most important to the people who live and work in South Derbyshire, on national priorities set by the Government and on the opportunities and challenges presented by the environmental, economic and social aspects of the District. We have identified our three key priorities as:

Our Environment,
Our People,
Our Future.

This plan concentrates on how we can deliver our objectives under each of our three key priorities.

Tailored public services need to be delivered, or at least accessible, through multiple channels on an anytime, anywhere basis and the responsibility to transform services falls to Local Authorities.

By working to put appropriate and more streamlined processes, systems and channels in place, the Council will be able to establish an increasing focus on local communities and places, in addition to more efficient and repeatable services.

This Transformation & Business Change Plan is directly aligned to the needs of the Council as defined in the Corporate Plan, but is also influenced by a backdrop of national, social and economic factors, such as:

- Consumerisation, personalisation and the proliferation of web-connected devices.
- Rapid change in how people interact with and consume information.
- Greater availability and automation of digital services
- Continued Government focus on rebalancing the economy and public finances
- A growing commitment to achieve environmental and sustainability targets.
- A more flexible and innovation focused workforce

TRANSFORMATION

The plan has been created to support the Council achieve and where possible exceed its Corporate Plan targets. Naturally, the baseline for projects contained within the plan are companions to the Corporate Performance measures which have been implemented to document and govern the progress against our ambitions. The three key priorities [Our People, Our Environment, Our Future] each have a subset of objectives and altogether there are 38 Corporate Indicators.

There are ten indicators that are not directly reliant on transformation projects, however these indicators will gain indirect assistance due to the breadth of corporate improvement in other projects, such as more flexible and resilient technology and processes.

CUSTOMERS 01

TECHNOLOGY 02

PEOPLE 03

PROCESS 04
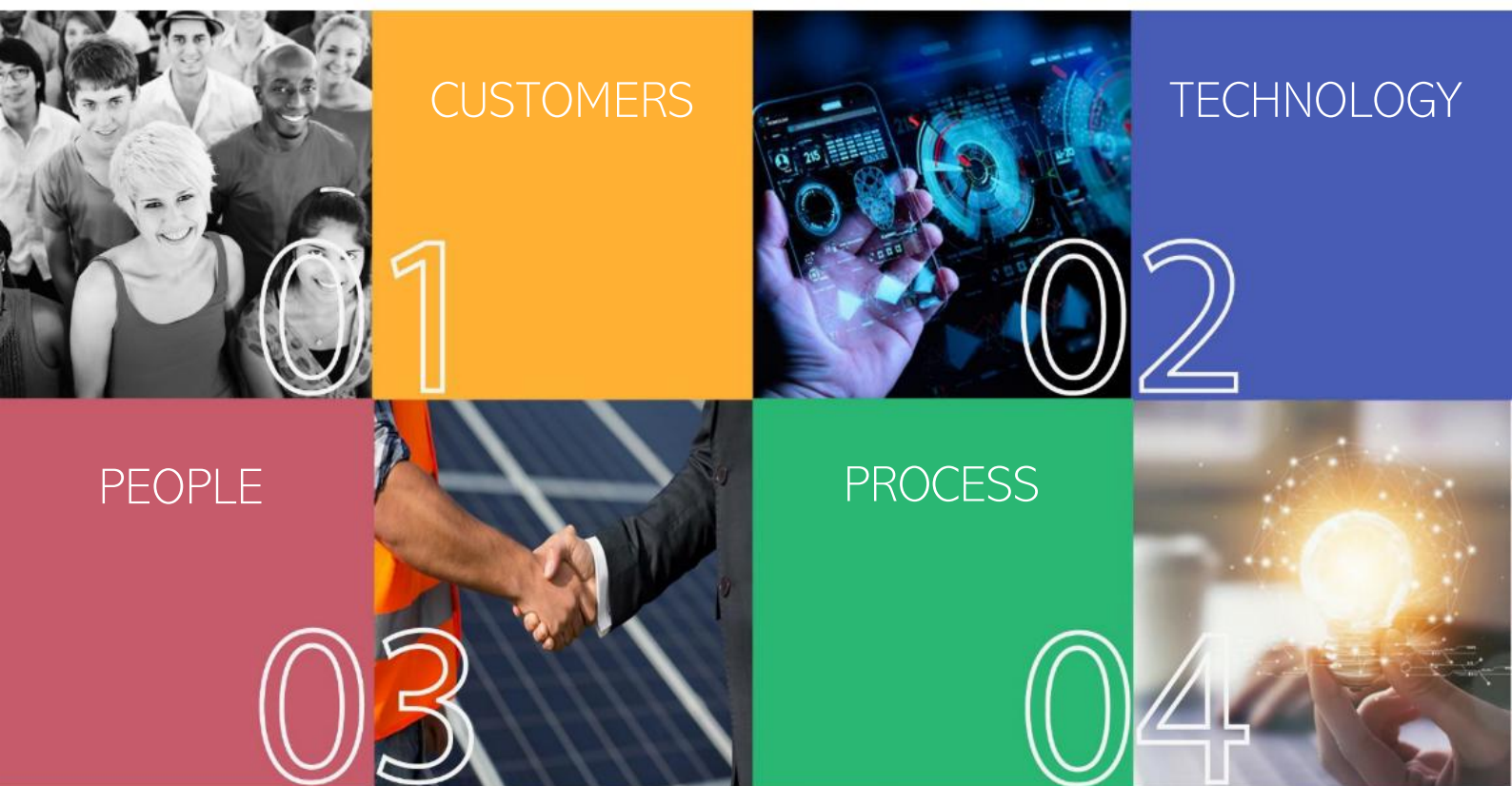
Fifteen of the Corporate Indicators are directly delivered or dependant on outcomes from the Plan. A further twelve indicators will be supported through joint delivery and collaborative working between departments and the Business Change Team.

The projects included in the roadmap are largely a product of the requirements of Corporate and Services Plans but are also in response to known risks and inherent corporate improvements.

The Transformation & Business Change Plan provides a focal point for change in the Council.

As the core delivery model for integrating our ambitions into day to day operations of the Council, the Transformation & Business Change Plan establishes four clear building blocks for success. These themed areas provide the focused professional support to groups of common projects.

Each theme will have an annual plan, which will be governed by the roadmap to act as a change agent in their area, galvanising the transformation agenda under one unified approach and governance scheme. Each themed area will be responsible for the delivery of their annual plan and report to the Transformation Steering Group which will oversee the four year roadmap and report progress accordingly.

CUSTOMERS

The purpose of this theme is to enhance the way in which the Council serves its customers, including designing and delivering new systems and processes to enhance customer service delivery.

A cornerstone of this work will be the scoping and delivery of a CRM solution and customer account that interfaces with key back office/line of business systems. Increasing the number of customer queries that are handled centrally and resolved at first point of contact, whether by phone, online or face-to-face will also be key to this theme.

Ultimately this theme aims to make it so easy for customers to interact with us online or by phone, that we'll have more time to serve customers who need face-to-face support, and as a result can provide better, more tailored and more quality support when needed.

Delivering more services digitally will also be central to this theme. Digital delivery is only set to grow in importance as a channel over the period of the plan. The public sector has already made significant investment to bring itself in line with the changing expectations of a digitally minded public.

From 2020 onwards, it will be Generation Y in their 30s and 40s that will start to influence public sector service demand. Generation Y is the self-service generation, comfortable conducting all aspects of their lives online and as such, they want public services to be compatible with their lifestyle. This is the first generation to be completely immersed in digital life from birth, Generation Y, has expectations of local government and the services it provides, that are distinctly different from those before them.

In 2019, almost nine in ten UK households had internet access, with 82% of people using home broadband and 70% using a 4G mobile service to get online. It's not surprising that 99% of all 16-45 year olds use the internet on a regular basis, however it is also worth noting the overall internet usage figure only drops to 95% when taking all age groups into consideration (16-75+).

This theme will also deliver standardisation of service, under a well understood and well embedded Customer Promise, as well as produce a commitment for internal customer interactions

Our guiding principles;

We will provide a clear, consistent and accessible service to all our customers

We will aim to resolve customer requests at the first point of contact through the Customer Services team

We will increase the number of customers who interact digitally as a first choice

We will be better connected with our customers and keep them up to date

We'll make it so easy to interact with us online or by phone, that we'll have more time to serve customers who need face-to-face support

*subject to final consultation.

TECHNOLOGY

The projects identified under this theme will deliver ICT infrastructure to provide a robust and connected digital estate, including modern and secure solutions to allow best use of technology across the Council, supporting line-of-business systems, both customer facing and back-office.

The purpose of the theme is to harness the potential of technology available to the Council and its partners and create a digital connected knowledge platform, underpinning modern ways of working.

Each of the four building blocks identified in the roadmap are co-dependent however a special relationship exists between the Customers and Technology themes. The Council is data rich but information poor and will implement a new approach to corporate data management throughout the roadmap.

A new architecture for integration of systems will be developed throughout the life cycle of this them to enable the Council to make best use fo the information is gathers.

"The purpose of the theme is to harness the potential of technology available to the Council and its partners and create a digital connected knowledge platform, underpinning modern ways of working. "

Technology will play a crucial role in automating blended services and provisioning information on the move. Access to information and systems will be vital to tailoring services and ensuring the maintenance of individual online portals. Slick back-office processes ensure resources are synchronised and demand is met.

Local Authority services need to be able to flex and adapt to citizens' demands, right down to their communication channel and format of choice. As technology evolves at an increasing pace, the Council will respond to technology savvy citizens, partners and employees through the projects identified in this theme.

There's no doubt that technology and 'as a service' delivery will play a leading role in the new business models, automation and processes over the next decade, to enable authorities to meet both financial and service delivery targets.

PEOPLE

Staff are the council's greatest and most valuable resource. We are proud of our staff and want to recognise their skills, knowledge and understanding, as these are fundamental to delivering successful transformation, a sustainable organisation and our Corporate Plan ambitions.

Workforce planning is a core business process to align changing organisation needs with people strategy. It is one of the most effective activity an organisation can engage in.

The Council want to develop a clear, strategic approach to workforce development, building on the excellent work and good practice to date. This will enable us to develop our current and future workforce with the right skills, competencies and behaviours to deliver services and manage businesses of the future with appropriate and effective HR and Organisation Development policies and practices.

The Workforce Strategy provides direction for all staff and the learning and development elements also cover all elected Members. It covers pay and reward, recruitment, retention, performance management, training and development of the workforce.

The purpose of this theme is to continually improve the working environment and the satisfaction of our employees, as well as provide flexible, modern and secure working practices and policies. The objective of the theme is to enable the Council to have a skilled and engaged workforce of high performing, professional teams to achieve the objectives of the identified in the Corporate Plan.

We aspire to be recognised as an employer of choice, aligning recruitment and retention with employee satisfaction levels to identify the council as a "great place to work"

It is our mission to construct a high performing workforce with the right skills and behaviours, supported by an induction and development programme, performance management and effective internal communications to deliver the Council's vision and priority outcomes.

PROCESS

The responsibility to transform local services falls to Local Authorities. By working to put appropriate and more streamlined processes, systems and channels in place early, the Council will be able to establish an increasing focus on local communities and places, in addition to more efficient and repeatable services.

In order to provide streamlined and efficient customer experiences, make best use to modern and flexible technology and align talented and engaged employees to Council objectives, the correct process must be in place.

Often transformative work programmes are derailed through not getting the basics right. More frequent still is the perception that transformation needs to occur in the form of new technological solutions, when fundamentally a process change would give a far greater return on investment.

The purpose of this theme is to collaborate with colleagues across the Council to deliver service reviews and change interventions that bring about positive results.

The working group will manage service improvement projects that are required in response to the Corporate plan, risk registers or service reviews that are not already in delivery through the other themes. These projects will deliver process changes that will lead to efficiency gains, reduced costs, reduced risk, or increased satisfaction.

The theme will have more capacity to assign emerging projects than the other three in the roadmap due to its interventive nature and is the reason this theme has a reoccurring programme of work relating to service reviews.

A standardised approach for reviewing the Council's process is now in place allowing for an evaluation across the organisation to happen in a unified way. In many cases the output from a service review will then feed into the next annual work programme for the other themes.

IDEA

In order to remain relevant and effective the Council must continually evolve and improve its processes. To do this we must foster a culture of innovation and creativity. The People them has this objective at its heart and the Process theme provides a suitable framework to extract these ideas from the workforce and apply it to any given situation.

PROCESS

The Council has taken bold steps to restructure its approach to transformation not least the introduction of the corporate Business Change team to act as a neutral consultancy partner for the construction and evaluation of change projects, rooted in business cases principles such as ROI and Benefits Realisation.

GOAL

The Council has set itself ambitious goals, both at a strategic and operational level, however have done so in a confident self-image with the knowledge that adversity is inevitable through any challenging endeavour and outcomes realised the roadmap will provide the skills and effective operating model commensurate to the challenge.

GOVERNANCE
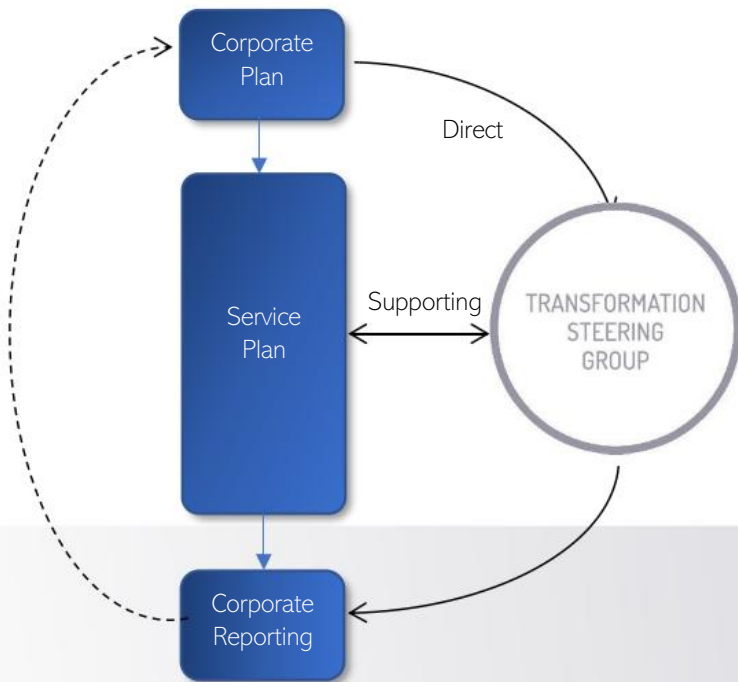
It is important to have a clear and well documented governance structure when embarking on any objective. The Council has robust governance in place in relation to the Corporate Plan which forms the ultimate layer of reporting and escalation in the organisation. The output of the Transformation & Business Change Plan will be measured in line with this framework as is represented by the diagram to the right. A mixture of supporting and directly projects have been highlighted to contribute towards achieving the 38 objectives in the four year Corporate Plan 2020-2024.

The Transformation Steering Group is responsible for Programme Management of the roadmap and the projects it contains. The group will be attended by the Council's Strategic Directors, the Chair of each of the operational groups established under each Transformation Plan theme, in addition to other relevant resources, such as key stakeholders. The group will meet less regularly than the operational groups with the objective to act as an executive authority to project delivery, evaluate project progress and manage risks, conflicts and escalations.

Each of the four themes has a working group to progress core pieces of work relating to the four year roadmap.

The Transformation Steering Group will be assessing project progress against the annual work programme for each theme as presented by the Chair each April. The annual work programme will of course reflect the four year roadmap, although it will be the role of the Transformation Steering Group to prioritise, reschedule or introduce new work into the roadmap if required.

The working groups [Project Management] and the Transformation Steering Group [Programme Management] will adhere to the corporate PMO process and documents as identified by the Business Change Team and published on the intranet.

The standardisation of the management tools has already been competed as a pre-requite to managing a large and complex programme of change.

	2020 -2021	2021 -2022	2022 -2023	2023 -2024
Customers	Customer Improvement Programme			
	Interim Booking Solution	Online Offer Review and Promotion		
	CRM Vision, Specification & Procurement	CRM Implementation		
	New contact centre & call centralisation	Review and replace corporate contact centre telephony		
	Customer promise and brand standard			
Technology	Digital Destination Website	Corporate Performance System	Accommodation Technology Review	
	Infrastructure, Office 365, Corporate Intranet & Document store [SharePoint]		Data Integrations and System Procurements	
	Data Management	Website Platform Delivery		Backup, DR & Resilience
	Finance System	SIP & Corporate Networks		Infrastructure Audit
	"WorkSmart" Agile Working and Back office systems			
People	Employee engagement			
	Starters and Leavers process	HR Self-Service (HR Adminisration)		
	E-Learning		Learning Management	
		Talent & Sucsession		
	Corpoate Policy and Process Review			
Processes	Service Review Programme	Service Review Programme	Service Review Programme	Service Review Programme
	Commercial agenda			
	Financial narrative & training			
	Paperlite & Digital workflow			
	Climate and sustainability commitments			