

<b>REPORT TO:</b>	<b>FINANCE and MANAGEMENT COMMITTEE</b>	<b>AGENDA ITEM: 10</b>
<b>DATE OF MEETING:</b>	<b>19<sup>th</sup> MARCH 2020</b>	<b>CATEGORY:</b>
		<b>DELEGATED</b>
<b>REPORT FROM:</b>	<b>STRATEGIC DIRECTOR (CORPORATE RESOURCES)</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>ANTHONY BAXTER (01283 595712)</b> <a href="mailto:Anthony.baxter@southderbyshire.gov.uk">Anthony.baxter@southderbyshire.gov.uk</a>	<b>DOC:</b> u/ks/transformation/transformation plan report March 2019
<b>SUBJECT:</b>	<b>TRANSFORMATION AND BUSINESS CHANGE PLAN 2020 TO 2024</b>	
<b>WARD(S) AFFECTED:</b>	<b>ALL</b>	<b>TERMS OF REFERENCE: FM 13</b>

## **1.0 Recommendations**

- 1.1 That the Transformation and Business Change Plan 2020 to 2024 as detailed in the report is approved.
- 1.2 That the Governance arrangements to monitor implementation and report on progress, as detailed in the report, are approved.
- 1.3 That the Committee appoint a Member Champion to sit on the Transformation Steering Group.

## **2.0 Purpose of the Report**

- 2.1 Transforming processes, systems and customer interface are key priorities in the Council's new Corporate Plan. This report sets out the strategy and four year plan in order to support the delivery of several other corporate priorities and to enable business change at the Council.

## **3.0 Executive Summary**

- 3.1 The Transformation and Business Change Plan is split into 4 core Themes to support the Corporate Plan. These themes cover Customers, Technology, People and Process.
- 3.2 Although a greater use of technology and system improvements will underpin much of the planned improvements, the split recognises that business change is not solely reliant on technology. It will also encompass improvements in standards, approach and back-offices processes, without the need for significant investment in IT.
- 3.3 Against each principle, definitive projects have been identified. These projects will differ in their length and complexity, with some being on-going iterations over a

period of time. A summary of the Plan, with the key projects, is shown in the following table.

Core Theme	Key Projects
<b>Our Customers</b> – <i>focussing on how residents, visitors, etc. are treated and improving their experience when contacting the Council.</i>	<ul style="list-style-type: none"> <li>• Standards and consistency of approach</li> <li>• Contact Centre – calls dealt with at first point of contact</li> <li>• Customer Relationship Management System</li> <li>• Expansion of on-line and Digital Services</li> <li>• Booking and appointments system</li> <li>• Telephony system – call recording and payments</li> </ul>
<b>Our Technology</b> – <i>focussing on key corporate solutions to embrace on-going developments.</i>	<ul style="list-style-type: none"> <li>• Upgrade to Microsoft 365 (Cloud)</li> <li>• Web site &amp; Intranet development</li> <li>• Data warehouse and document store</li> <li>• Asset Management System</li> <li>• Corporate system upgrades</li> <li>• Contractor Management Solution</li> </ul>
<b>Our People</b> – <i>supporting employee engagement, together with learning and development.</i>	<ul style="list-style-type: none"> <li>• E-learning and induction packages</li> <li>• Streamlining HR processes</li> <li>• Learning and Development - booking and recording</li> </ul>
<b>Our Process</b> – <i>supporting service specific projects, together with environment and commercialisation commitments.</i>	<ul style="list-style-type: none"> <li>• Data bases for work scheduling</li> <li>• Extending “Paperlite”</li> <li>• Mobile working</li> <li>• Annual Service Reviews</li> </ul>

## Governance

- 3.4 The Plan is underpinned by governance arrangements, including a formal monitoring and reporting process from Members down to working groups. It is proposed to establish a Transformation Steering Group to oversee the Plan.
- 3.5 Delivery of the Plan will involve cross departmental working through Heads of Service, supported by the corporate Business Change Unit.

## Evidence Base

- 3.6 The Plan is ambitious but is considered to be deliverable. It is expected that measurable improvements will be made over the period 2020 to 2024.
- 3.7 The Plan builds on outcomes already achieved and includes consultation through Heads of Service, Elected Members through the Corporate Planning process, together with expectations from an expanding local population and opportunities arising from technological advancements.

## 4.0 Detail

- 4.1 The Transformation and Business Change Plan, is detailed in **Appendix 1**. This sets out the background and strategy which leads to a proposed work programme at the end of the document.
- 4.2 The work programme is broad with indicative time frames that allow some flexibility to alter projects if required. The broad Plan will be distilled down into individual work programmes which will be delivered in accordance with project management methodology.
- 4.3 The Plan is ambitious but is considered achievable following investment into the senior management restructure from April 2019 and the setting up of a corporate Business Change Unit, together with the establishment of processes and documentation to support governance.
- 4.4 It should be noted that this Plan is an evolution of work already completed or currently in progress to provide the basis to deliver the key projects identified. Work already completed is highlighted in **Appendix 2**.

### **Roles and Responsibilities**

- 4.5 It is proposed that a Transformation Steering Group is established to oversee delivery of the Plan. The proposed Terms of Reference and composition of the Group are detailed in **Appendix 3**.

### **Reporting**

- 4.6 Progress against many projects will be included in the quarterly performance report on delivery the Corporate Plan. In addition, an Annual Transformation and Business Change Report will be reported to the Committee.

## **5.0 Financial Implications**

- 5.1 It is anticipated that current resources and budgets will be utilised to deliver the Plan. Some of the larger projects, for example investing in a new Customer Relationship Management (CRM) system may need additional capital resources. Where this is the case, the business case will be reported to the Committee.
- 5.2 In accordance with the approval process, all projects will continue to be subject to a business case, which will include a Value for Money (VFM) test. This will be overseen by the proposed Steering Group.

## **6.0 Corporate Implications**

### **Employment Implications**

- 6.1 None

### **Legal Implications**

- 6.2 None.

### **Corporate Plan Implications**

- 6.3 As detailed in the report, the Transformation and Business Change Plan will support delivery of the new Corporate Plan.

### **Risk Impact**

- 6.4 None associated with the Plan itself.

## **7.0 Community Impact**

### **Consultation**

- 7.1 None required.

### **Equality and Diversity Impact**

- 7.2 None

### **Social Value Impact**

- 7.3 None.

### **Environmental Sustainability**

- 7.4 None.

## **8.0 Background Papers**

- 8.1 None.