

REPORT TO:	FINANCE AND MANAGEMENT COMMITTEE	AGENDA ITEM:12
DATE OF MEETING:	25 AUGUST 2022	CATEGORY: OPEN
REPORT FROM:	STRATEGIC DIRECTOR (CORPORATE RESOURCES)	
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SUBJECT:	TRANSFORMATION AND BUSINESS CHANGE	
WARD(S) AFFECTED:	ALL	TERMS OF REFERENCE: FM13

1.0 Recommendations

- 1.1 That the Committee considers progress as set out in the Transformation and Business Change Plan 2020 to 2024 and agrees the annual work programme 2022-23 following the mid-term review.

2.0 Purpose of the Report

- 2.1 To provide an update on progress in relation to Transformation and Business Change plan 2020-2024 and advise on forthcoming work commissioned to support the Corporate Plan 2020-2024, reduce operational risk and optimise critical areas of service delivery.

3.0 Background

- 3.1 The Transformation & Business Change Plan 2020-2024 provides the strategic narrative and focal point for change across the Council. The Plan and its supporting framework, methods, resources and reporting were adopted by Elected Members on 22nd July 2020 to ensure a robust process and unified leadership for Transformation
- 3.2 As the appointed delivery model for integrating the Council's ambitions into day to day operations, the Transformation & Business Change Plan establishes four clear building blocks for success.
- 3.3 These themed areas provide the focused professional support to groups of common projects and are managed through a mechanism called the Programme Management Office [PMO].

- 3.4 The Business Change team are responsible for operating the PMO for the Council, which operates to industry standard PRINCE2 methodologies. The PMO is the clearing house for new and existing projects as well as governance and operating methods.
- 3.5 The Chief Operating Officer in this case, the Head of Business Change and ICT acts as the link between the Council, the PMO and the Council's transformation governance, the Transformation Steering Group which sets the priorities for each year of the Plan.

4.0 Progress

- 4.1 The Transformation and Business Change Plan 2020-2024 is split into four core themes as described above to support the Corporate Plan 2020-2024. These themes are Customers, Technology, People and Process.
- 4.2 Against each theme, definitive projects are identified. These projects differ in their length, complexity, and cost. The Annual work programme is the document produced each year to record and prioritise the delivery of projects identified in the Transformation Roadmap.
- 4.3 A summary of the key projects, with progress updates, is shown in the following table.

Core Theme	Progress since July 2021
<p>Our Customers</p>	<ul style="list-style-type: none"> • Bookings and Appointments system has been expanded and is currently being used for Lodge bookings as well as environmental education and town centre events. • Updated the corporate call routing solution for interactive voice recognition (IVR). The system provides more details and gives customers more options when on a call to enhance their experience. • A standardised and consistent approach to Customer Service developed through the consultation and authoring of Customer Service Standards. The standards have been widely communicated and ensure employees have a knowledge hub to learn the 'Brand Standard'
<p>Our Technology</p>	<ul style="list-style-type: none"> • New corporate performance solution developed and implemented to improve the collection and presentation of Corporate Plan data using Microsoft PowerBI. • Further improvements to the new corporate intranet using Microsoft SharePoint and Office 365 features. The platform has grown since its launch into the first point of call of all corporate information and employee engagement. • Housing Modernisation Programme established, recruited a dedicated Programme Manager. The work completed so far includes the successful system change for Choice Based Letting and Homelessness, the pilot of paperless job tickets for repairs and improvements to data held in the asset system Lifespan along with employee training. Work continues on the system upgrade of Orchard, testing has taken place on the new version and interfaces are now being stress tested.

	<ul style="list-style-type: none"> • Comprehensive upgrade work has taken place to ICT security, including new Firewall, demilitarised zone [DMZ] and updated network security • Tender for cloud-based backup of Office365 to complement existing backup solutions. • Large scale, complex tender completed for the decommission of ISDN lines at Civic Office and replacement with SIP. (Replacement of analogue phone lines to an internet based digital line). • Upgrade and configuration of IVR (Interactive Voice Response) call routing for corporate contact centre to ease call waiting times and give a more informed customer experience. • https://www.visitsouthderbyshire.co.uk Visit South Derbyshire site launched and enjoyed a very positive reception, integrating maps with local attractions, walks and activities for a modern and user friendly experience to promote tourism. • https://www.destinationsouthderbyshire.co.uk with the sister site 'Destination South Derbyshire' developed and launched to promote further aspects of the district including investment and relocation. • https://www.roslistonforestrycentre.co.uk a new modern website for the Rosliston Forestry Centre has been developed in house with payment integration for lodge bookings, a more user friendly navigation and better google optimisation to increase traffic.
<p>Our People</p>	<ul style="list-style-type: none"> • Flexible Working Policy has been implemented as part of the Future Service Delivery Programme established in summer 2021. The process involved multiple, full scale consultations with employees, Trade Unions and Elected Members. This element of the programme involved cross organisational task groups to determine the most suitable and compliant health and safety, policy guidance, accommodation use, technology and employee training. The project was concluded by a series of orientation sessions delivered in July 2022 and is now undergoing a review period.
<p>Our Process</p>	<ul style="list-style-type: none"> • Procurement, consultancy and implementation of Route Optimisation software has taken place. The newly presented routes are not yet in operation, following the passing of the previous Head of Service the project was placed on hold pending the new Head of Service arrival. • The Future Service Delivery Programme was established to design, communicate and implement a refreshed service delivery and employment model which will consider and adopt best practice employment policies, class-leading technology and fit for purpose accommodation.

5.0 Mid-Term review

- 5.1 When the Transformation and Business Change Plan was authored in 2019-20 the immediate work to be completed in the following 24 months became very clear and the four year roadmap reflected this with an ambitious programme of approximate 20 projects per year, varying in levels of complexity and cost.
- 5.2 The later years, whilst referencing known deadlines such as system refreshes, were purposefully less populated to allow the flexibility and capacity to respond to emerging workloads and opportunities.

- 5.3 The first two years of the Transformation and Business Change plan were delivered solely in the COVID-19 pandemic. This in itself was a challenge, but also became the aforementioned opportunity to gain a fresh insight into the demands and operations across the district.
- 5.4 The projects completed to date have been largely enabling projects concerned with updating, refreshing and refocusing infrastructure and processes. The Council can be proud of the work undertaken and indeed in many cases has best in class solutions.
- 5.5 A mid-term review was conducted in the first quarter of 2022-23 to evaluate the next deployment of resources against known issues, priorities and risks. The review involved consultation with project owners, the Transformation Steering Group, Leadership Team and the PMO.
- 5.6 Based on the findings of the review it has been proposed that the next work programme reduce the amount of projects and increase the amount of dedicated contact time for improvement work on priority areas.

6.0 Work programme 2022-2023

- 6.1 Heads of Service are consulted annually regarding any emerging work requiring Business Change support or transformative activities to be added to the Transformation roadmap. Up to this point in the Plan the change projects have been evenly split between the Council's directorates.
- 6.2 Any given work programme is authored to respond to organisational demands. Both Officers and Elected Members have expressed several reoccurring themes they see as opportunities to improve. With these expressions, combined with customer feedback and the mid-term review, it has become evident that the Council has a few areas where dedicated transformation support would provide a level of improvement and confidence in keeping with a responsive and customer focused organisation.
- 6.3 The work of the PMO will now be allocated into two categories, the priority Transformation work as set out below and the project management support to Heads of Service, responsible for completion of the work in their service areas under the guidance and structure and scrutiny of the PMO.
- 6.7 The core focus of the work programme shall be:
- **Planning Service Review** – a short task and finish project whereby change specialists will collaborate with the Planning service to identify any opportunities in processes, technology or otherwise for immediate implementation to assist with workload growth.
 - **Housing Modernisation Programme** – already established, a multi-year dedicated improvement process spanning the Housing service.
 - **Depot. Improvement Programme** – a long term project akin to the Housing Improvement Programme whereby several linked projects form a programme of improvement.

- **Customer Access and Experience** – following on from where previous work was paused due to resources being diverted to COVID response, this programme will address customer journey, expectations, processes and technology all with the primary objective to provide the best customer experience possible. This project will also provide the business case for funding these tools.

6.8 The work programme is heavily weighted within the Directorate of Service Delivery which reflects the Council's commitment to front line services and correlates with known opportunities for improvement.

7.0 Financial Implications

7.1 None directly arising from this report however software will be procured to accelerate the resolution of common faults shortly through the ICT Reserve. A tender exercise will take place and Officer delegated authority will be used to sign any relevant contracts.

7.2 It should be noted that as part of the methodology used for transformation, each project must demonstrate value for money through a combination of economy, efficiency, and effectiveness. Some projects may not deliver cashable savings but will focus on a more effective service for customers within current resources.

8.0 Corporate Implications

Employment Implications

8.1 None directly arising from this report. A full assessment of the employment implications will be completed on any proposals brought back to the Committee if and when appropriate.

Legal Implications

8.2 None directly arising from the report. Liaison takes place with Legal Services following any contractual changes arising from any projects or the implementation of new systems.

Corporate Plan Implications

8.3 This report seeks to make best use of resources across the Council that will allow the optimum execution of services to residents, partners, and members of the community in meeting the Council's Corporate Plan and key aims under the priorities, Our Environment, Our People and Our Future.

8.4 Risk Impact

None directly arising from the report.

9.0 Community Impact

9.1 None directly arising from the report.

10.0 Equality, Diversity and Inclusion Impact

10.1 Equality impact assessments will be conducted on any proposals that are required.

11.0 Social Value Impact

11.1 None directly arising from the report.

12.0 Background Papers

12.1 None.