

Change Programme

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LEAD OFFICER: Penny Mell (Head of Policy and Transformation)
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WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS?

The Change Programme Plan will enable the Council to radically change the way in which we organise ourselves resulting in new ways of working underpinned by sound investment in technology that will enable the delivery of effective, efficient and customer centered services within the new financial reality. This report sets out the principle aims of the Change Programme, its governance, the structure of the two year programme and identifies the first phase of work and the investment required to deliver it.

WHY HAS THIS REPORT COME TO THE EXECUTIVE?

(eg Key Decision, Policy recommendation for Full Council, at request of Council,etc.)

The Change Programme will affect change throughout the whole organisation and requires support from the Transformation Fund to enable this change programme to be implemented.

RECOMMENDATIONS:

That the Executive consider and agree:

1. The overall aim of the Change Programme and its governance arrangements
2. To release £50k from the transformation fund to support the delivery of phase one of the programme

1. INTRODUCTION

- 1.1 The financial challenges faced by the Council are well known. These changes mean that it is essential for us to change the way we work through new service delivery models that maximise the potential of our employees and maximise our ability to meet the needs of our customers effectively. The Change Programme will create the required capability to enable the Council to become more efficient, effective and customer focused for the future.
- 1.2 Our Customer Services Strategy was approved in October 2012 and confirms our commitment to our customers by setting out a vision of increased choice, control and convenience that will enable them to contact us through a variety of mechanisms, all of which result in a high quality customer experience. Our Change Programme will enable us to rise to that challenge.
- 1.3 All these changes emphasise the need for a new way of doing business (the Target Operating Model of the Council) that supports the on-going delivery of essential services to our customers. The Corporate Plan 2013-2015 was approved in February 2013 at a meeting of the full council and sets out what the Council is going to do over the next two years. The Change Programme provides the framework of how it is going to do it and how it will improve as an organisation to deliver excellent services.

2. Programme Governance

- 2.1 A Change Programme Board has been established and provides the governance and accountability for the delivery of both the Savings Programme and the Change Programme so that the overall transformation of the Council is controlled effectively. The Council has implemented a programme management approach with clear lines of accountability and clearly defined roles and responsibilities. The Chief Executive will be accountable for the programme and Senior Managers and Heads of Services are responsible for delivering individual projects within the programme. The overall governance arrangements are shown in appendix 1.
- 2.2 The Programme Board will focus on the delivery of strategic outcomes rather than being involved in the day to day management of the portfolio of projects that make up the programme. The role of the Board is defined in its Terms of Reference, an extract of which can be found in appendix 2.

3. Purpose of the Change Programme

3.1 The aim of the change programme is to deliver efficient and effective council services that are designed around the needs of our customers. A number of key programme objectives are specified below to support the Council in achieving this aim:

- **To increase the accessibility of services for customers**

We want to make our services more accessible and provide more choice and control over the way customers do business with us. The Customer Services Strategy sets out how we will approach meeting the needs of our communities, visitors and businesses within the resources available. The Change Programme will create the capability for this to become a reality. As part of these changes, it will become increasingly important to be clear with our customers about both the extent of the services we are able to offer and the most cost effective way of customers accessing those services whilst recognising that some customers will require more support than others to access services. We will need to ensure that customer expectations are proactively managed and that changes to traditional ways of doing business with the Council are clearly explained. To support our customers through these changes it is essential that council officers and councilors are actively engaged and supported through a process of organisational and member development.

- **To improve process efficiencies**

We want to root out unproductive processes and bureaucracies so that more of the Council's investment is spent on direct delivery of services.

- **To increase job satisfaction for employees**

We want to ensure that our staff have the right tools and processes to enable them to perform their roles well. We want staff to be an integral part in shaping and implementing change and recognise that organisational development will be a key enabler in moving to the new operating model by ensuring staff has the appropriate knowledge and training.

- **To deliver value for money**

We want to ensure that we are able to continue to focus more of our resource on delivering the services our customers need. To do this we will take a whole system approach to investment ensuring the total cost of ownership is understood and targeting investment in change accordingly.

4. Structure of the Programme

4.1 Governance

This work stream will be owned by the Change Programme Board and consists of four main elements of activity across two focus areas, namely controlling programme delivery through effective risk management, status tracking and issues resolution, and ensuring programme benefits are realised.

4.2 Communications and Engagement

This work stream will also be managed by the Change Programme Board and will ensure effective stakeholder engagement and management. This will include working with members so that they are understand proposals, are kept up to date regarding progress and are able to effectively support their constituents in line with their new role described in the Council Plan 2013-2015

4.3 Effective and Efficient

This work stream will cover a number of projects which will review, change and improve processes and procedures so that they are lean, minimise waste and focus on the things that deliver value for our customers and the Council. It will result in new ways of working that underpin the future operating model. There is a work stream for each directorate within the council that will focus on improving efficiency and consolidating the organisational changes and budget reductions that have been made. The transformation of Neighbourhood Services will be the significant priority over the first year of this work stream although improvements will be made across the other areas.

4.4 Customer Access

This work stream will cover a number of projects that will improve the way in which customers are able to contact and do business with us so they experience seamless service delivery whichever way they contact us. We will enable customers to do more for themselves by launching a new website and enabling more customer self-service. The Customer Access work stream will span the two years of the MTFS initially focused at moving more services online, creating a better customer experience within our contact centres, and introducing self and assisted-self-service technology so that we can reduce the cost to serve our customers.

4.5 Capability, Capacity and Enablement

If we are to be successful in streamlining and improving the management of the organisation then there are key areas of innovation that we will need to get right. This work stream will cover a number of projects that will provide a robust platform from which the Council can build efficient and effective operations that

are fit for purpose in the short, medium and longer term. This work will also deliver the capability to enable staff teams to work in different ways and to maximise the use of our physical assets. The output of this work stream will be a coherent and modernised business architecture that reflects the needs of the new operating model, rather than relying on a patchwork of systems and processes that have developed over time to support a very different organisational shape, size and form. This work stream will create the infrastructure – both people and technology for the organisation to build robust, efficient and effective, customer focused services on.

An overview of the programme benefits can be found in appendix 3.

5. Support for Project Delivery

- 5.1 We need to create the capacity to enable change to happen. We will develop the delivery capacity and capability internally as far as is practicable. However, we recognise this approach must be weighed against the ability to continue to deliver services and the substantial nature of the change programme itself. We will therefore seek to supplement this exiting capacity through the procurement of specialist external resources where appropriate and required. External resources will be used in cases where there is insufficient capacity to deliver a priority project or where we do not have the relevant expertise. This approach is seen as the most flexible, cost effective and adaptable approach that will balance the cost of delivery with taking a proactive and positive approach to meeting the challenges ahead.
- 5.2 The Transformation Fund will be used to support this approach. The CPB is owned and chaired by the Chief Executive, as Senior Responsible Officer (SRO). The CPB will provide the governance to ensure that is expenditure in support of programme delivery is appropriately controlled. The Head of Policy and Transformation will manage the budget on behalf of the Board and will act in accordance with existing financial procedures and standing orders and will be required to report expenditure to the Board quarterly.

6. Phase One

The table identifies the projects that will be in-flight during Q1.

Project	Benefits
Kiosk procurement, customisation, implementation	Reduced waiting times Reduced reliance on CSO Improved customer experience Creates capacity in Customer Service Team to take on new roles
New www.copeland.gov.uk website launch	Increased transactional activity via lower cost channels Increased customer convenience Increased customer satisfaction
WIFI Rollout	Improved customer services and ready access to information Reducing operational costs over time
Consolidate overview of ICT and Enterprise Architecture	Utility of existing platforms Identification of business requirements Future proof design of corporate IT infrastructure ensuring that systems can talk to each other where necessary and support the future aspirations of the Council
Information Management – improve policy and procedural framework, conduct self-assessment and promote compliance.	Respond to audit and ensure regulatory compliance Enable quick and easy access to information and data to support service delivery and efficient and effective working practices.
Civica Chip and Pin Upgrade	Improved customer satisfaction Faster processing times PCI Compliance
Reception: Finalisation and approval of reception designs	Reduced customer waiting times Improved customer experience Improved privacy Supports self-service offer
MFD replacement	Lower cost Increased reliability
Telephony Changes	Reduction in calls transferred that aren't answered Increase customer satisfaction Reduction in customer waiting times Better customer experience Improved staff morale Helping small teams handle demand for services

	Professional, high quality image
E-registers Requirements and solutions identified	Reduce errors associated with manual completion of hard copy register Customers will be able to search through the records online without the need for support from a council officer
Waste Management System Business case and system specification	Increase business continuity Increased information intelligence Waste round optimisation
MVM Replacement Vendor selected	Reduction in administrative effort Balance workloads easily and quickly Improved KPIs and performance Improved business continuity
Continue to move processes into Copeland Direct as required/available.	Helping small teams handle demand for services First time resolution of customer enquiries Making the best use of existing capability

7. CONCLUSIONS

- 7.1 Good governance is essential to ensure the Change Programme delivers the capability required for the Council to realise the anticipated benefits.
- 7.2 The Change Programme is designed to support the Council's transition to the new operating model.
- 7.3 The release of £50k from the transformation fund will support the delivery of phase one of the programme

8. STATUTORY OFFICER COMMENTS

- 8.1 The Monitoring Officer's comments are: Executive are proposed as the Member level governance element but references to Council may be required where proposals potentially impact on policy framework or on non-Executive local government functions.

- 8.2 The Section 151 Officer's comments are:

The council is looking to transform its business and to deliver its new ways of working. The change programme provides a coordinated approach to the delivery of this intent. The transformation of the council is essential if the council is to be sustainable in the medium term given the recent and anticipated financial settlements.

The transformation reserve is a fund designed as an invest to save resource to fund one off initiatives and support to reduce our cost base and streamline processes. It is proposed that an initial allocation of £50K of the transformation reserve is made available to the CPB to fund this work and this is monitored against delivery. Subsequent allocations will be agreed by the executive on a case by case basis in accordance with standing orders and financial regulations.

- 8.3 EIA Comments
The Change Programme outlines a number of service design change activities. As we scope and design these changes, equalities will form part of assessment criteria.
- 8.4 Policy Framework: The report supports the Council's wider Corporate Policy Framework and reflects the priorities outlined in the new Corporate Plan

8.5 Other consultee comments, if any: None

9. HOW WILL THE PROPOSALS BE PROJECT MANAGED AND HOW ARE THE RISKS GOING TO BE MANAGED?

9.1 The Change programme plan sets out how the programme will be managed and the governance arrangements that are in place.

9.2 A risk log has been created and will be updated regularly as part of a proactive approach to risk management.

10. WHAT MEASURABLE OUTCOMES OR OUTPUTS WILL ARISE FROM THIS REPORT?

10.1 The programme is designed to deliver measureable benefits for customers, staff and stakeholders outlined in appendix 3.

List of Appendices

Appendix 1 – Programme Governance

Appendix 2 – Role of the Change Board

Appendix 3 – Programme Benefits

List of Background Documents:

Corporate Plan 2013-2015

Customer Services Strategy October 2012

Appendix 1 – Programme Governance

Executive

- Strategic decision making
- Council priorities

Corporate Leadership Team – Accountable for:

- Own the Strategic Vision for the organisation
- Strategic stakeholder management
- Recommendations to Executive for key decisions
- Ensure capacity / resources / funding

Change Programme Board – Accountable for:

- Delivery of the Change Programme outcomes
- Senior Responsible Officers for Change Programme Work streams
- Commissioning and decommissioning of the projects
- Stakeholder engagements
- Recommendations to CLT from options appraisals
- Reports to the Executive on a quarterly basis

Leadership and Management Group

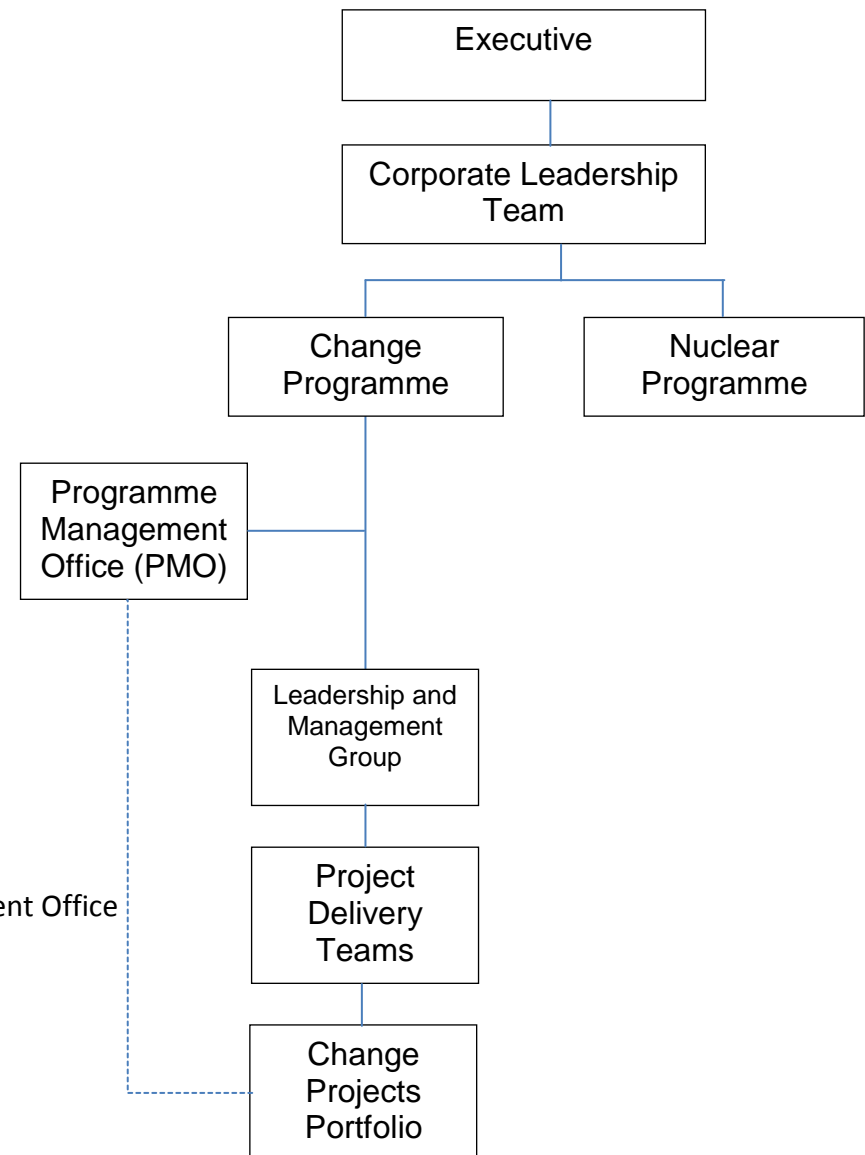
- Project management of specific change projects
- Management of risks, assumptions, issues and dependencies
- Reporting to the Programme Board via the Programme Management Office

Project Delivery Teams

- Responsible for delivery of specific change projects
- Status tracking

Programme Management Office

- Ensuring delivery of the Change Programme projects
- Monitoring and reporting of the change programme



Appendix 2 Role of the Change Programme Board

The role of the Board is defined in its Terms of Reference:

- a. Ensuring that the Programme delivers the required outcomes to agreed timescales
- b. Overseeing and delivering a cohesive set of actions and activities across the work streams to achieve those outcomes
- c. Maintaining an overview of the work streams to ensure integration and synergy between services, projects and outcomes and avoiding duplication
- d. Commissioning new projects and other strategic initiatives
- e. De-commissioning existing projects that do not align with the Programme Blueprint
- f. Identifying and advising of appropriate Invest to save opportunities and resourcing requirements.
- g. Assigning the necessary budget and resources for design, delivery and support of the Change Programme
- h. Ensuring that dependencies and risks relating to the successful completion of the Programme are identified and managed
- i. Building a shared understanding and view on action across work streams, organisations and stakeholders through effective engagement and communication (including staff, partners, public)
- j. Advising and updating the Council Executive
- k. Stakeholder engagement and consultation.

Appendix 3: Programme Benefits

