

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet

**DATE:** 15 April 2019

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**WARD(S):** All

**PORTFOLIO:** Councillor Swindlehurst, Leader of the Council and Cabinet Member for Regeneration and Strategy and Councillor Hussain, Deputy Leader of the Council and Cabinet Member for Transformation and Performance

### **PART I** **KEY DECISION**

#### **TRANSFORMATION PROGRAMME BUSINESS CASE**

1. **Purpose of Report**

1.1 To recommend the Cabinet to agree the Transformation Programme business case.

2. **Recommendation(s)/Proposed Action**

2.1.1 The Cabinet is requested to resolve:

- (a) That the business case be agreed for a Transformation Programme to deliver a new Operating Model for the Council as attached as Appendix A including the procurement of a delivery partner to provide external capability and capacity as part of a Transformation Team.
- (b) That a budget of £4.2m be agreed to be made available to fund this programme - this funding will be provided from the Council's Transformation Fund in accordance with its Flexible Capital Receipts Strategy as agreed by Full Council in February 2019.
- (c) That the Chief Executive has delegated authority for delivery and implementation of the Transformation Programme.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

3a. **Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

The Transformation Programme will deliver a new Operating Model for the Council and directly support all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

- 1. Protecting vulnerable children
- 2. Increasing life expectancy by focusing on inequalities
- 3. Improving mental health and wellbeing
- 4. Housing

3b. **Council’s Five Year Plan Outcomes**

The Transformation Programme sets out how we will deliver a new Operating Model which will directly contribute to the delivery of the Five Year Plan priority outcomes for Slough:

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs
- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

4 **Other Implications**

(a) Financial - the Business Case requires a budget of up to £4.2m out of the Council’s transformation fund to transform our current Operating Model and systems including significant costs for IT. The Business Case sets out the savings that this investment will realise and details the potential for reinvestment in services.

(b) Risk Management -

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
<b>Legal</b>	No risks identified at this stage.	
<b>People &amp; Practice</b> - Changes to working practices do not change at required speed to deliver new operating model and efficiencies – impacting on the ability to meet the financial business case.	Initiation of Transformation Project Team.  Ongoing consultation and corporate buy-in to support required cultural shift, support staff engagement/change management.  Embrace and roll out top down, taking ownership and push from CMT, Service Leads through to Managers.	Transform the organisations working culture to one that is modern, customer focused and encourages staff to think outside the box when looking at how they can deliver services effectively and efficiently.
<b>Property</b> – Localities and Customer Experience.  Possible different interpretations of locality working at this stage may present a risk including the need to accommodate flexible	A Localities Strategy has recently been approved by Cabinet. The emerging Customer Experience Strategy will be brought before Cabinet in the near future. Close alignment and monitoring of these Strategies is required.	There is a tremendous opportunity to embed new ways of working and build upon our smart working policies to not only deliver efficiency but allow our customers to interact and work with us and our services in a new and meaningful way.

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
numbers of staff and secure strong partnership working.	The benefits of these multiple programmes being delivered simultaneously will need to be closely monitored to ensure the benefits are realised and do not conflict. This will be the role and responsibility of the Transformation Programme Team.	
<b>Finance</b>	Once allocated, monitoring of expenditure and efficiencies will be required.  Assess opportunities to utilise transformation fund to further support transition to smarter and digital working.	There will be choices to be made about how realised 'stretch' savings are re-invested in the future. Additional services, enhanced services and new capital projects could all be considered as part of delivering the 5 Year Plan.
<b>Human Rights</b>	No risks identified	
<b>Health and Safety</b>	No risks identified	
<b>Community Support</b>	No risks identified	
<b>Communications</b>  Getting this right especially within a flexible and fast moving programme remains a risk.	Communication Strategy being planned from the offset. Representation from Coms has been allocated to the Transformation Board and the Operational project delivery group responsible for the Sub-Groups. Microsite has been set up to inform the business of updates on all transformation boards.	Opportunity to keep all necessary parties informed of progress will encourage commitment from staff, partners, contractors etc.
<b>Timetable for Delivery -</b> Fit-out and installation of IT infrastructure - delays in the programme will result in additional holding costs	We have already engaged Early appointment of fit-out based on anticipated specification and budget.  Effective SBC project Management to manage the programme.	
<b>Governance</b>	Governance will be reviewed as part of this programme. Formal	Clear accountability and responsibility established throughout the

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
	processes have been implemented by the existing Boards. Prince 2 methodology being followed.	organisation.
<b>Performance</b>  During change it is not uncommon for performance to dip.	The above mitigations and particularly communications help mitigate these risks.	The programme, both structural and cultural change, should bring enhanced performance.

(c) Human Rights Act and Other Legal Implications - There are no direct legal or Human Rights Act Implications.

(d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of the Transformation Programme as required.

## 5 Supporting Information

- 5.1 The Council is embarking on a Transformation Programme to deliver a new Operating Model. This has been a stated priority of the new Chief Executive since her appointment in October 2018.
- 5.2 The Leader, Deputy Leader and Cabinet Member for Planning and Transport have worked with the Chief Executive and Directors as a Transformation Programme Board to set the direction and priorities.
- 5.3 As a Council we have signalled strategic intent to transform our ways of working as a whole system. We have also benefited from two important external assessments of our strategic direction. Following the January-February Ofsted Inspection our children's services were assessed as 'Requires Improvement to be Good'. Also in February the Local Government Association were invited to undertake a Corporate Peer Challenge. This recognised the direction and ambition we have set and that the Transformation Programme was key to delivery. Their initial feedback confirmed the areas for improvement were those that we have already identified as key to success of the Transformation Programme including ICT, governance and culture. A separate report will be brought to Cabinet with an Action Plan to address the LGA findings – we are currently awaiting their final report.
- 5.4 A Transformation programme is necessary because the Council needs a new operating model in a response to:
  - The continued reduction in central government funding
  - Rising demand for its key services specifically in Social Care.
  - An increase in resident expectations around customer services in a digital age
  - A desire to grow resilience and independence in our communities

5.5 Analysis in the business case highlights areas where financial efficiency can be generated. This includes:

- poor online functionality limiting channel shift and customer self-serve;
- old technology infrastructure in need of modernisation,
- multiple systems that don't talk to each other and
- some good systems that need implementing more fully;
- processes that are overcomplicated, paper based and involve multiple handoffs and duplication;
- customer services activity and ethos that lacks investment and is not empowered or enabled.
- Inconsistent approach to commissioning and contract management

5.6 These can be thought of in three basic blocks – Systems, Procedures and ICT. The detailed analysis carried out in formulating the business case largely focusses on these three key areas. Not only do they offer immediate financial efficiencies but transforming them will vastly improve our customer experience.

5.7 The business case also sets out some of the rationale for the second phase that would begin to look more closely at service area alignment and interfaces, where further improvements and efficiencies might be made. Our analysis shows that stretch targets can further increase efficiencies to reinvest in creating a council which is sustainable for the next generation.

5.8 The case for change and vision.

### **Why we need to change?**

- We want to be a world class organisation. We need quickly to become slick and efficient, freeing up resources for us to invest as we choose. We also need to be agile and able to evolve and respond to future change
- We also want a different relationship with our communities, with services designed and delivered by and with our communities.
- We must create a sustainable cost base.

### **Our vision**

- People will be proud of Slough as a place to live and work. Residents, businesses and communities will have every opportunity to be independent, successful and to participate in solving local issues. No one will get left behind.
- Our services will be seamless for customers, underpinned by a dynamic organisation driven by data, insight and effective use of technology. We will have capacity and agility to anticipate and respond to future change and demand.
- Our role will be as a place shaper, facilitator and enabler, closely collaborating with residents, businesses, communities and partners.

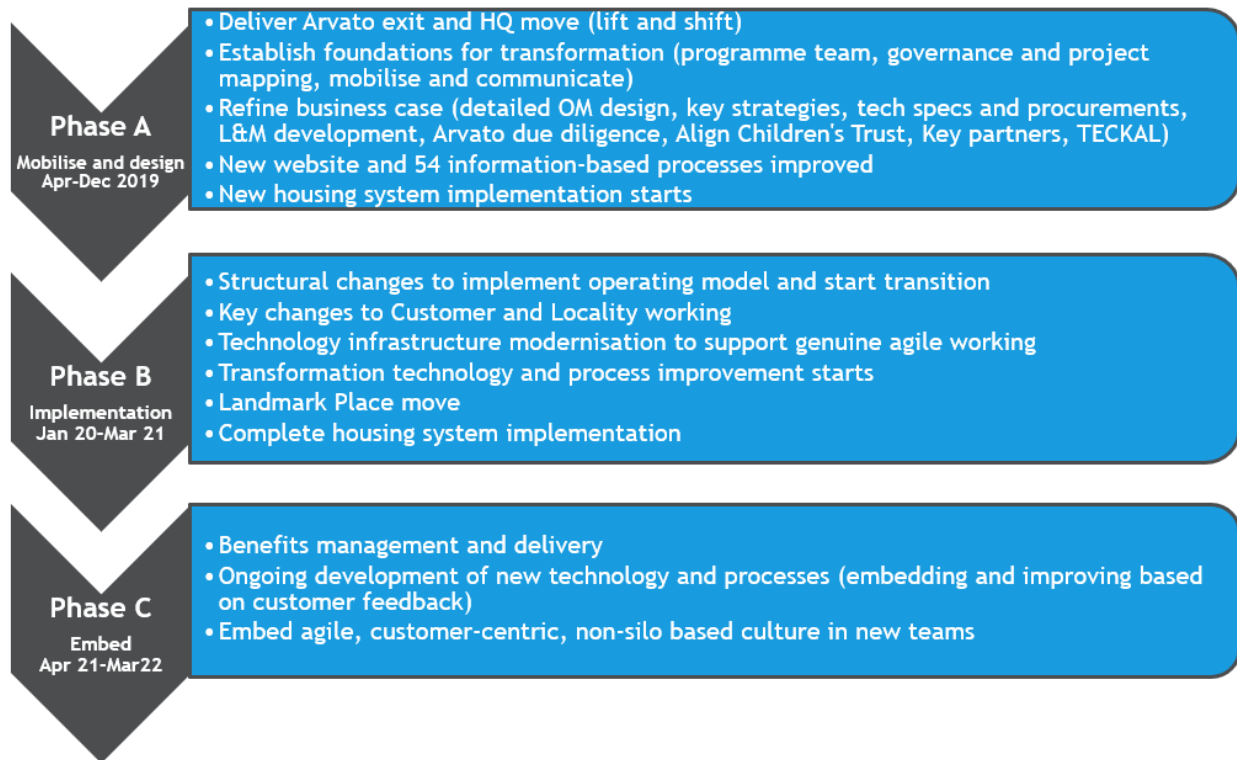
### **What the change will look like**

- The change will be system-wide, encompassing communities and partners as well as the council. Everything is in scope unless specifically descoped. The changes will recognise and build on the great practice already achieved by our staff making it easier to deliver excellence.

5.9 The Business Case includes costings for a Transformation Team. This will consist of internal staff including secondment opportunities plus external support. We will be going through the required procurement processes to seek a delivery partner to work with us to deliver the programme.

## 6 **Timetable**

6.1 The Transformation Programme will have a phased delivery as follows:



## 7 **Comments of Other Committees**

7.1 The Council's Scrutiny function will challenge and track progress of the Transformation Programme.

## 8 **Conclusion**

8.1 The Transformation Programme will deliver a new Operating Model for the Council to deliver improved outcomes for local people more efficiently and effectively. It will overhaul our systems and processes and realise savings that can be reinvested into service delivery.

## 9 **Appendices Attached**

Appendix A: Transformation Programme Business Case

## 10 **Background Papers**

None.