

Slough Borough Council

New operating model blueprint and business case

2 April 2019

Version 1.4 Final



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1. Summary

This document provides the ‘blueprint’ for the delivery of an ambitious transformation programme for Slough Borough Council (SBC). It includes a refined business case, a high-level organisational design and a costed implementation approach and plan. It builds and draws on all existing projects and work relating to transformation and brings it into a single integrated programme.

The new Chief Executive and Corporate Management Team (CMT) have set out a clearly defined vision and case for change for SBC to address the challenges faced and stretch its ambition to become a modern world class organisation. A revised operating model for the council has been developed. This new operating model focuses on delivering the optimum organisational shape for achieving SBC’s transformation journey.



Figure 1: New Operating Model visualisation

Over the period of January to March 2019 Ignite has worked with CMT and service leads, using its methodology, to provide an evidence-based approach to baselining the current organisation and identifying areas of opportunity for improvement and efficiency to inform the business case.

Using this proven methodology and a significant amount of data collection, the following activities were undertaken to inform this business case:

- Detailed activity analysis of all 1479 full time equivalent (FTE) of work performed by staff (costing £54.7M)
- Creation of a clear vision and case for change including well-articulated design principles
- Design of a new operating model including testing and validation
- Design for a reorganised top tier of management
- Assessment of the maturity of the council’s current operating model
- Assessment of readiness for change

- Assessment of the council’s current and desired culture
- Summary assessment of the ~800 processes currently performed in the Council
- Review of the technology and systems that enable the council.

This analysis highlights some areas where improvements and efficiencies can be generated, for example, poor online functionality is limiting channel shift and customer self-serve; old technology infrastructure is in need of modernisation, there are multiple systems that don’t talk to each other and some good systems that need implementing more fully; processes are overcomplicated, paper based and involve multiple handoffs and duplication; and customer services activity and ethos lack investment and profile.

The business case identifies a range of opportunities to improve effectiveness above and beyond the financial efficiencies required. These benefits are summarised below:

- Improve customer service and experience while achieving genuine channel shift
- Develop a very different relationship with residents, their networks and communities, that creates a new culture of community collaboration in Slough by empowering communities to have greater control over resources. This will be achieved by having a remodelled council that focuses on prevention, partnership working and communities.
- Support new flexible ways of working to ensure the council is as modern and efficient as possible.

SBC has a Medium-Term Financial Strategy (MTFS) that requires a further £20m savings to be delivered by 2022. £4m of these savings are to be delivered directly by the transformation programme. Using the approach and methodology detailed in this business case a clear rationale is set out for achieving these savings in addition to the non-financial benefits described above. In the next phase further work will be carried out to identify additional non staff efficiencies. The tables below set out the additional costs, over and above existing budgets, required to deliver this significant change programme.

These costs are shown in Figure 2 below:

Costs	Forecast costs					5 YEAR TOTAL
	2019 - 20	2020 - 21	2021 - 22	2022 - 23	2023 - 24	
Implementation team	£1,600,000	£2,100,000	£500,000	£0	£0	£4,200,000
Redundancy	£450,000	£900,000	£450,000	£0	£0	£1,800,000
Total	£2,050,000	£3,000,000	£950,000	£0	£0	£6,000,000

Figure 2: Estimated additional programme costs

Options for funding the programme include using the Council’s Flexible use of Capital Receipts Strategy (The Transformation Fund). Government guidance clearly sets out that capital receipts may be used to fund expenditure on:

- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation; and
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible

The estimated efficiency savings, currently assumed in the MTFS over a five-year, period are shown in Figure 3 below. The total five-year gross saving amounts to £15.5m of cashable savings. No assumptions are included regarding the non-cashable savings (e.g. increased customer satisfaction).

	Revenue Savings by Year					5 YEAR TOTAL
	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	
Assumed operating model savings in the MTFS	-£1,000,000	-£1,500,000	-£1,500,000	£0	£0	
Cumulative cash savings	-£1,000,000	-£2,500,000	-£4,000,000	-£4,000,000	-£4,000,000	-£15,500,000

Figure 3: MTFS savings from the new operating model

This profile of revenue costs and savings enables the council to meet the MTFS target and, as shown in Figure 4 below, means a return on investment within 2 -3 years. The profile, as opposed to gross savings over 5 years, may shift following detailed work in phase A, and this will be kept under constant review by CMT. In addition, our analysis shows that further stretch target savings are likely which can be secured for reinvestment in the Council’s long-term sustainability through further work within the programme.

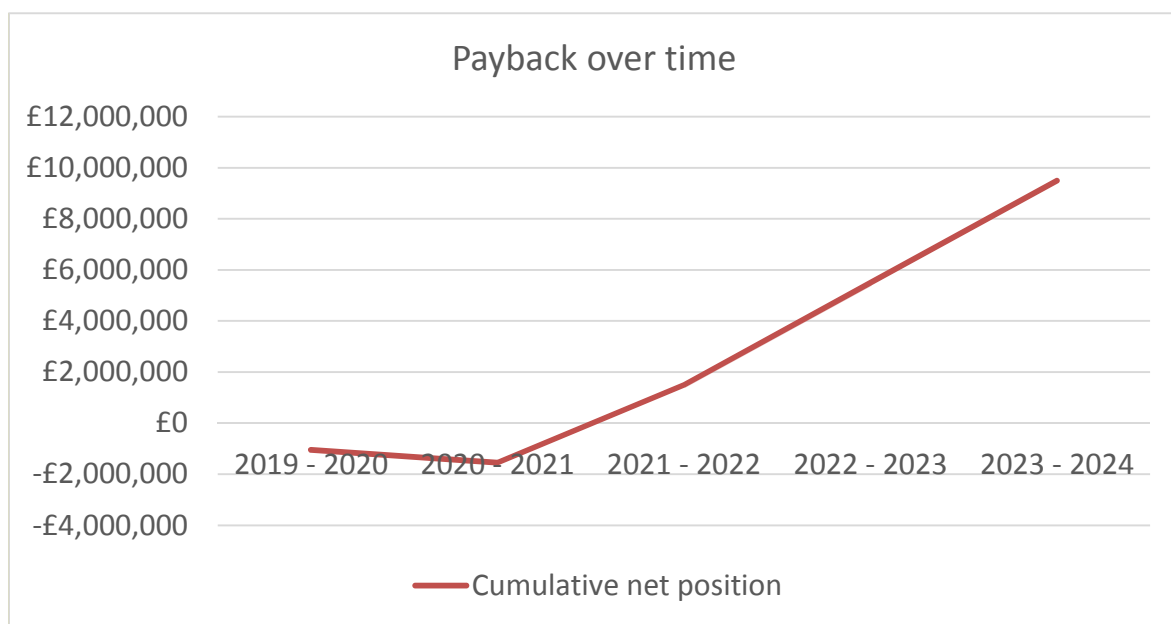


Figure 4: Payback graph showing return on investment

Naturally change of this scale will take time to deliver and embed. To maximise momentum and secure programme delivery we propose the programme is run over three phases. These are described at a high level in the Figure 5 below.

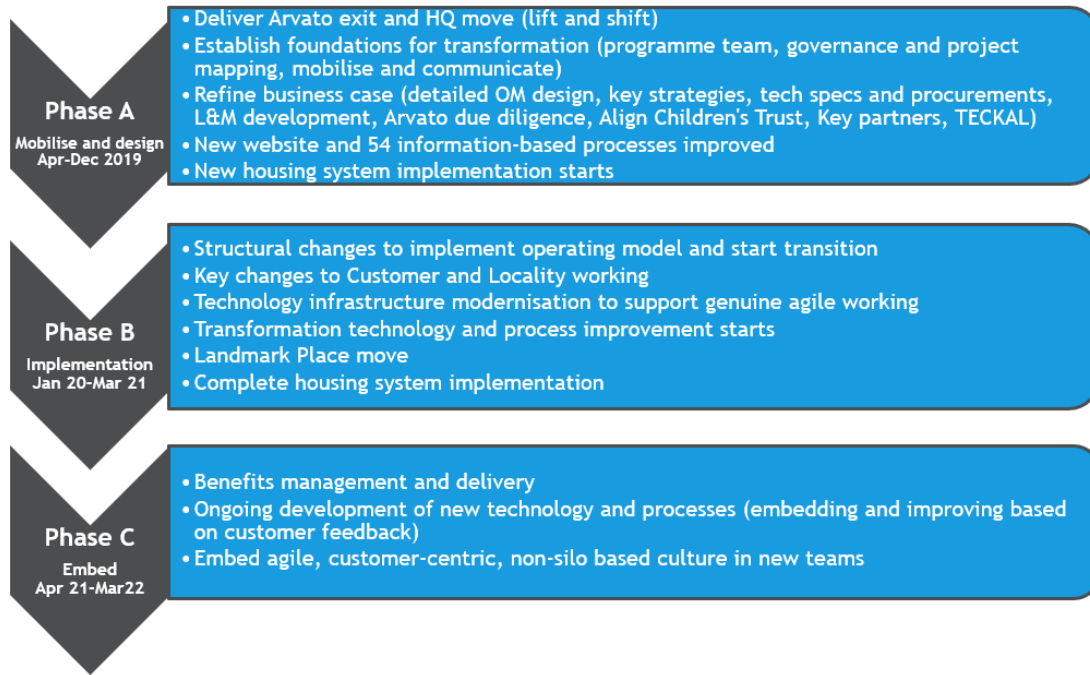


Figure 5: SBC transformation programme by phase

2. Introduction

a. Background

During the last 10 years, the public sector has gone through unprecedented change following the global financial crisis and the subsequent introduction of a fiscal austerity programme by the UK Government in 2010. Local authorities have been at the centre of the austerity programme, bearing a greater share of financial savings than any other part of the public sector. At the same time, public expectations of council services and how they are accessed have similarly changed beyond recognition. This has left councils with difficult choices about reducing levels of service, changing or reducing the ambitions they have for local communities or attempting to innovate and change how services are delivered.

The population of Slough is around 145,000 and it is young, growing and dynamic. The council wants to ensure their future from an early age through education, local employment opportunities and availability of housing to meet their needs. People are living longer, and this adds pressure to local services such as adult social care to meet more complex needs while enabling people to live independently for as long as possible. 70% of the council's budget is spent on social care and supporting the most vulnerable members of the community. There are inequalities across Slough's population including household income, living conditions, wellbeing and health.

Given these pressures in the current financial climate, 2019/20 is set to be another difficult year financially for the council, as well as an increased demand for council services. SBC has always sought to protect council services whilst ensuring the budget is sufficient for the next financial year to deliver its key outcomes. The Medium-Term Financial Strategy (MTFS) shows a balanced budget but needs to deliver savings of £20 million by 2022 with £4 million directly related to this transformation business case.

The council recognises it needs to change to meet these challenges whilst also keeping an absolute focus on its statutory responsibilities. The council also knows it can no longer provide services in the way it has in the past - it will not be able to provide everyone with everything. SBC's challenge is to rethink and change what it does and how it does it. It is the brave decisions the council makes now that will sustain its ability to provide services in the future. The council believes it can do more to close gaps and reduce inequalities by enabling people to take more responsibility for their own lives.

To build on the strengths of communities and partnerships and work as 'One Slough', wherever possible, the council will also look to manage future demand for services through targeted intervention and prevention, always ensuring the most vulnerable know how to get the support they need.

To rise to these challenges SBC has consciously chosen to innovate, seek radical change and fundamentally redesign its organisation. Continuing with a version of business as usual will not future proof the organisation or deliver desired outcomes for the residents of Slough.

At the heart of this ambition is a drive towards building a very different relationship with residents, their networks and communities. This ambition requires a reorganised council that creates a new culture of community collaboration in Slough by empowering communities to have greater control over resources.

The council is looking to achieve this by embarking on a transformation programme to deliver improvements to customer service and efficiencies by focusing on key drivers of benefit:

- Prevention and demand management
- Partnership working
- Locality working
- Efficiency and automation
- Channel shift
- Remodelling and culture change.

Many councils will focus on only one or two of these, leaving many of the benefits and savings untapped. This business case delivers a blueprint for a new operating model focussing on all these drivers and identifies savings and benefits profiled across the life of the programme to effect this radical change.

b. Vision and case for change

In January, CMT worked with Ignite, building on existing transformation work to come up with a clear and concise future vision and case for change for the council. This is stated below.

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.

Figure 6: SBC vision and case for change

With this challenge for the future clearly articulated, officers from SBC have worked with Ignite over the last two months to analyse and understand:

- The design of a new operating model
- How activity will be organised within it
- In which areas of service there are greatest scope for process efficiency
- Technology opportunities and improvements
- The scope and design of a new culture and new ways of working.

This work has identified many opportunities for investment and improvement. Service leads and their representatives were engaged through a series of workshops and data gathering exercises focussing on how staff time is spent on different types of work (activity analysis), business processes (process data discovery) and ICT systems in use (technology review).

The purpose of staff involvement is to ensure the business case is informed by and based on the views and knowledge of people working for the council, and to allow them to influence the shape of the new operating model. This document details the output of this work, responds to Slough's challenges and draws this together into a coherent business case and plan.

c. Objectives and scope

SBC is set to embark on a significant transformation programme, changing the way it internally organises work, how it works with its partners and communities and driving different ways of working. The agreed objectives of the business case are:

To create an investment case and implementation plan to enable the key outcomes for SBC so that it can:

- Become a world class organisation - quickly becoming slick and efficient, freeing up resources to invest as it chooses; also becoming agile and able to evolve and respond to future change.
- Have a different relationship with communities, with services designed and delivered by and with Slough's communities.
- Have a sustainable cost base.

This is to be achieved by:

- Designing a new operating model looking at the organisational model, customer journeys and processes, technology, people, strategy, governance, culture and ways of working.

The business case scope includes the FTE shown in Figure 7 below. This includes the activity and budget currently associated with the contract between SBC and Arvato which will come to an end on 1st November 2019.

As Is Teams	AsIs FTEs
Access & inclusion	11.5
Adult social care commissioning	26.9
Adult social care operations	189.3
Arvato (Estimated)	192.6
Building management	43.2
Chief Executive & Directors	11.3
Communities & leisure	121.5
Customer & communications	18.0
Digital & strategic IT	17.0
Early Years	130.1
Economic development	3.0
Environmental Services	185.1
Finance	38.2
Governance	25.5
Housing (people) services	124.6
Housing development & contracts	21.5
Major infrastructure projects	44.1
Mental Health	18.6
People	23.9
Planning & Transport	58.0
Public health	6.8
Regeneration delivery	12.0
Regeneration development	8.0
Regulatory Services	76.4
School Effectiveness	43.1
SEND	9.7
Strategy & Performance	19.0
Totals	1478.7

Figure 7: Staff breakdown by team - scope for transformation

The following areas are out of scope for this business case in terms of the activity analysis, process and technology improvement opportunities. They will, however, be drawn into and aligned to the wider transformation programme at an early stage in order to ensure full benefits of the new operating model are realised and applied to these areas where appropriate.

- Osbornes Contract
- Slough Urban Renewal

In phase A of the programme we will explore the alignment and interface of children's social care with the new operating model. Areas of focus are likely to be:

- Technology improvements to provide a robust technology foundation and enable more digital working

- Process and pathway improvements that connect children’s social care and other areas of council service (e.g. early help) and achieve smoother customer journeys.

d. Operating Model and Organisational Model

An **operating model** is the ‘whole system’ of all the components and layers of an organisation including structure, roles, culture, strategy, performance and governance, technology and processes. Every organisation has an operating model which enables it to deliver goods or services to customers. The operating model concept is important because of the need to design and develop component parts in a way that reflects interdependencies and delivers the benefits. This is depicted in Figure 8 below:

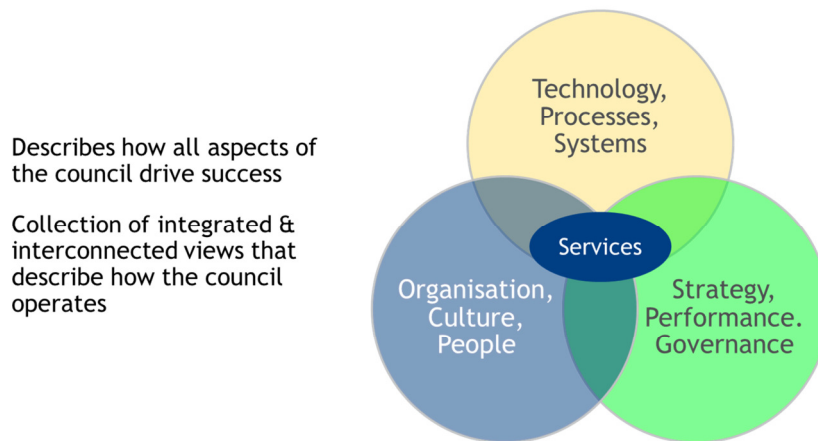


Figure 8: Operating model components

Ignite has working with CMT and Service Leads to design a new operating model for the council. This work has provided an initial view on the numbers (FTE and FTE cost) for each component of the new operating model. This has been achieved through detailed activity analysis and the application of benefit drivers (demand management, channel shift, process efficiency and automation, and remodelling) to each activity type and service, to generate a detailed picture of potential efficiencies.

The **organisational model** provides an internal framework for how the council organises itself to deliver the operating model. The organisational model sets out broadly where the work gets done, and by how many of each role. This drives considerations on spans of control, levels of seniority within role families and management structures required. The work on the operating model provides a high-level organisation design. Designing detailed organisational structures will be done as part of the next phase of work.

To transform to the new operating model the council will need to focus on:

- Organisational re-design
- Governance
- New ways of working, culture change, and learning and development
- Process re-design
- Technology and systems upgrade
- Developing or refining key component strategies.

A coherent transformation programme across all these aspects is essential to release the full potential benefits of the new operating model approach.

3. Blueprint activity and key outputs

a. Approach

The approach to developing this business case, supported and co-ordinated by Ignite, was to engage and involve staff. This means that the business case is deeply informed by staff knowledge and views with the aim of securing buy in and giving a kick start to implementation and change management activity. Figure 9 below illustrates the key activities that were undertaken during our engagement, which took place over a 12-week period:

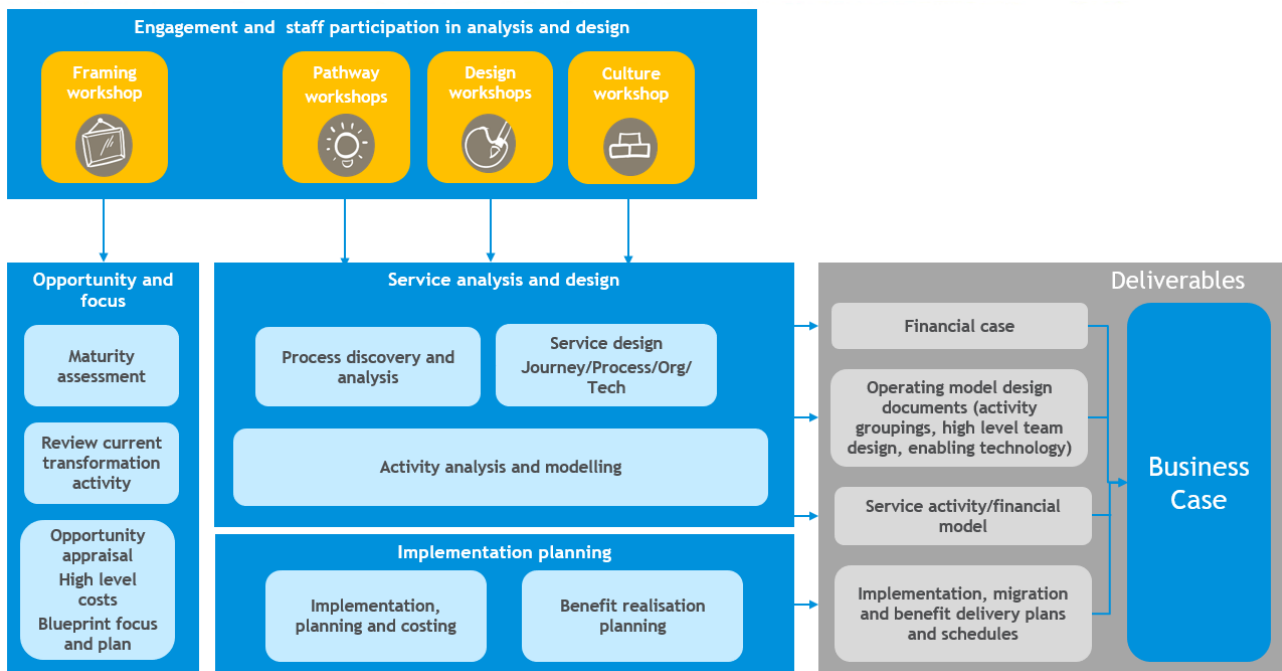


Figure 9: Components of the blueprint activity

The first stage of the work was to undertake an **opportunity assessment** to quickly assess the potential costs and savings of implementing a new operating model. This was largely done through meetings with CMT and some high-level analysis of existing structures and systems. Outputs from this stage included a draft vision and case for change, design principles, a CMT maturity assessment and some initial work on change readiness and culture.

The **blueprint** built on this work through wider engagement with the organisation, as well as regular weekly meetings with CMT, to test assumptions and start to build a future operating model design.

Our methodology, focusing on current organisational maturity, technology use, processes, culture and change readiness, provides a clear evidence base on which to identify improvements, judge efficiency and scale the amount of resource and time needed to deliver the change.

Figure 10 below summarises the key activities undertaken to develop the business case and highlights the degree of involvement from SBC staff:

Activity	SBC Staff Involved	Purpose and outputs
Vision and case for change	CMT Service Leads	To develop a clearly stated vision and case for change to support communications about the transformation, and as the basis for developing a more detailed picture of transformation outcomes and benefits
Maturity assessment	CMT Service Leads	To seek a view of the council's current maturity against a range of benefit drivers, to inform assumptions on efficiency and improvement
Design Principles	CMT Service Leads	To guide development of the operating model - and its components
Activity analysis	Service Leads and delegated managers, team leaders and key officers	To build a detailed picture of all activity currently undertaken so that it can be analysed and form the basis of design discussions on the new operating model
Process data discovery	Service Leads and delegated managers, team leaders and key officers	To understand the scope of business processes undertaken at SBC and identify those with the greatest opportunity for improvement through transformation
Technology review	ICT client team Service Leads and key system leads	To understand the costs, strengths, weaknesses and potential gaps in SBC's currently ICT architecture to inform cost estimates for the business case
Pathway workshops x 3	Mixture of service leads and subject matter experts in housing, adult social care and early help	To explore current and possible future pathways for three complex customer journeys in housing, adult social care and children's services to inform the future operating model design
Design workshops x 4	Mixture of service leads and subject matter experts drawn from all parts of the organisation	To explore design options for parts of the future operating model i.e. customer services, locality teams, support services and specialists
Culture and change workshops x 2	Service leads and change champions	To gather staff views on the council's culture and readiness for change to inform operating model design and implementation planning

Figure 10: Summary of staff engagement during blueprint

b. Maturity assessment

To understand the scale of change needed to achieve the vision, and the opportunity this provides, a maturity assessment of the council was carried out. Ignite worked with CMT and service leads to gather their perceptions of current maturity against seven key drivers of change and benefit:

- Demand management
- Channel shift and customer self-serve
- Technology and process efficiency
- Council organisation and management
- Strategy, performance and governance
- Commercial approach
- Commissioning.

CMT and service leads were asked to complete a questionnaire made up of 28 questions, clustered around the seven benefit drivers, rating the council's maturity in these areas on a scale of 1 (low maturity) to 6 (high maturity).

The score for both groups of staff followed a similar pattern with service leads generally scoring a little below CMT. The highest scores were for the council's commercial approach and aspects of strategy, performance and governance. Lowest scores were for channel shift / customer self-serve, technology and process efficiency, having an empowered and enabled customer services team, and the value for money of commissioned spend.

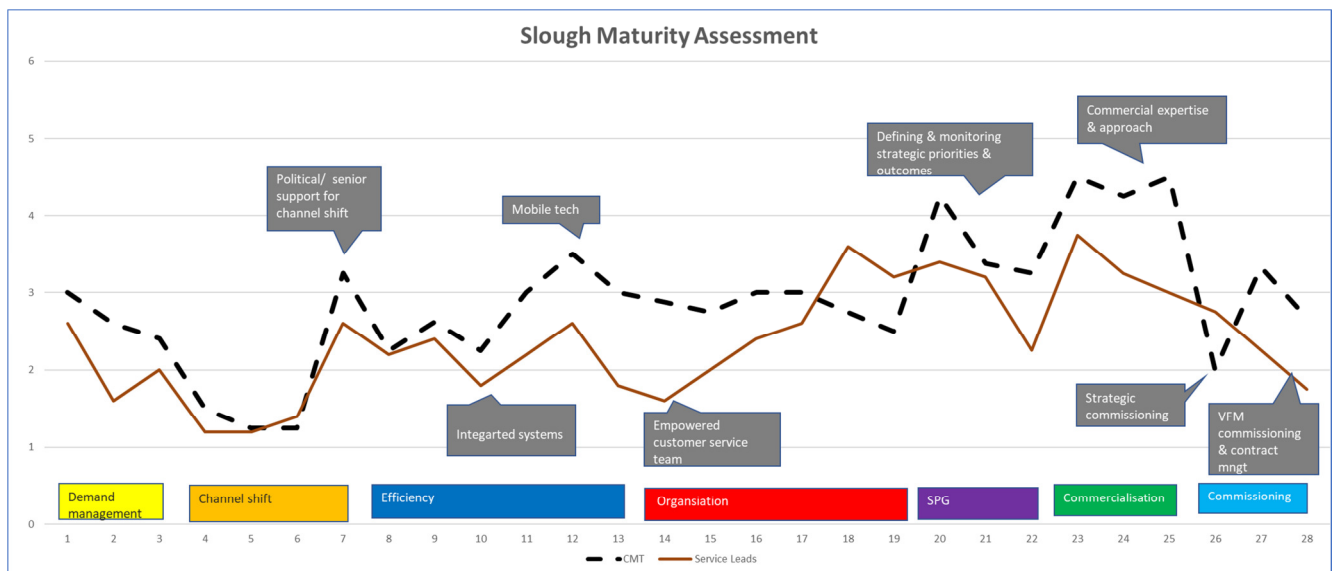


Figure 11: Maturity assessment output

The findings from the maturity assessment are one of the inputs to activity data modelling and the amount of financial benefit that can be derived.

A full-length version of the questionnaire is included in [Appendix A](#).

c. Design principles

Ignite worked with CMT to refine and develop existing transformation design principles. The purpose of design principles is to guide design of the operating model and its components e.g. process redesign, technology, organisation design. They help with consistency and assist decision making. The draft design principles developed with CMT were further tested and validated during blueprint workshops.

The final set of agreed design principles (short version) is shown below. The longer version which provides more explanation for each design principle is in [Appendix B](#). These will be used throughout the transformation programme to inform and guide key decisions.

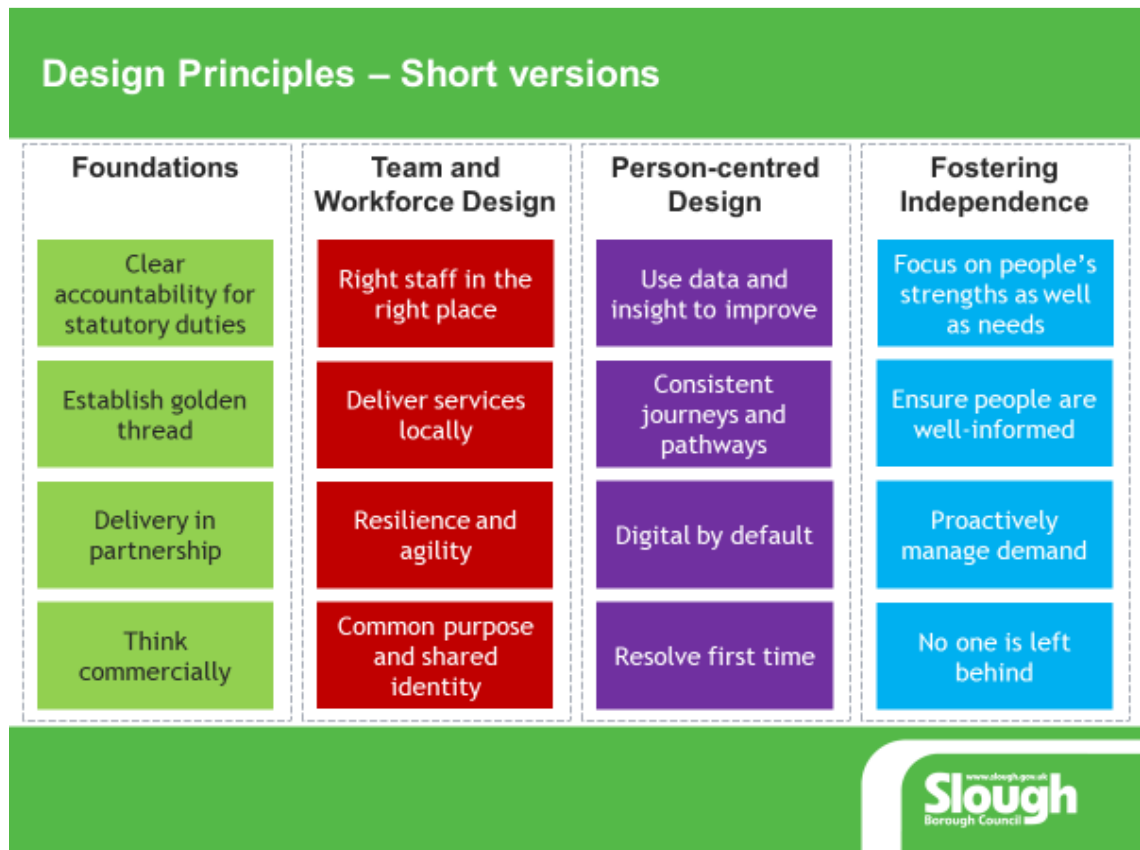


Figure 12: Design Principles (short version)

d. Activity analysis

Service representatives completed a detailed activity analysis during the blueprint. All activity across the council has been mapped, identifying the roles and level of cost involved. This activity analysis describes activity types and the cost to deliver services to customers. A total of 1479 FTEs were identified as being in scope at a cost of £54.7M.

Ignite asked service representatives to gather the activity information for each role in the council and associate that activity with a standard ‘to be activity’ option. There are 21 standard activity types and a glossary of definitions was provided to service representatives to support the completion of this document. The glossary for Slough is included in [Appendix C](#).

We have made assumptions in relation to Arvato so that this activity and cost can be included in the modelling. We have assumed 70% of the costs are staffing costs and have estimated the activity profile for each team. These assumptions will be update once the detail is available as part of the contract exit project.

We applied a number of benefit drivers (channel shift, technology and process efficiency, and organisation and management) to current activity and costs (the ‘as is’) to arrive at a profile of activity and costs for the new operating model (the ‘to be’). The benefit drivers applied are based on a range of evidence including the maturity assessment, process data discovery, technology review and workshop outputs and discussion, as well as our experience at other councils.

The application of benefit drivers suggests a potential ‘to be’ FTE cost of £48.9M (1324 FTE), which, if proved, could generate up to an estimated maximum saving of £5.8M (155 FTE), which is 10.7% of the baseline staff cost. This is a desk- based calculation and further work will need to be undertaken (including an assessment of all current SBC functions and structures) before a quantifiable savings amount can be confirmed. Most roles in the Council encompass several of the current activities. It is therefore not a simple matter of deleting posts. However, this exercise does indicate that the savings identified in the MTFs are appropriate and achievable.

The table below describes the theoretical ‘as is’ and ‘to be’ FTE and FTE costs for each activity type and consequently the potential savings if an appropriate structure could be developed to effect this transition.

ToBe Activity	As Is FTEs	Potential To Be FTEs	AsIs FTE Costs	Potential To Be FTE Costs	Estimated Maximum Saving
Leadership, management & supervision	104.6	85.7	£5,272,425	£4,323,389	£949,037
Strategy & policy	42.9	40.7	£2,823,790	£2,682,600	£141,189
Corporate performance management	11.6	11.0	£513,164	£487,506	£25,658
Corporate governance & compliance	6.1	5.8	£326,756	£310,419	£16,338
Strategic/corporate programme delivery	43.2	40.6	£1,916,552	£1,801,559	£114,993
Commissioning, clienting & contract management	55.4	52.7	£2,435,077	£2,313,323	£121,754
Communications, marketing & engagement	13.3	12.7	£494,739	£470,002	£24,737
Democratic support & elections	10.1	9.5	£419,079	£393,934	£25,145
Community/customer enabling	24.1	22.9	£743,002	£705,852	£37,150
Triage	132.2	89.5	£4,378,774	£2,963,554	£1,415,220
Specialist triage	37.7	34.4	£1,301,856	£1,188,414	£113,442
Mobile/locality working	24.3	20.8	£888,286	£762,075	£126,211
Specialist locality working	44.1	42.8	£1,561,105	£1,514,272	£46,833
Service processing (transactional/admin)	147.5	123.8	£4,823,693	£4,049,104	£774,589
Rule-based cases, accounts & assessments	92.6	85.3	£2,831,994	£2,591,451	£240,543
Complex casework	68.0	65.9	£2,942,337	£2,854,066	£88,270
Specialist advice	129.9	122.2	£5,593,573	£5,262,993	£330,580
Internal triage	14.0	11.2	£640,262	£514,233	£126,029
Internal service processing	77.2	62.1	£3,020,977	£2,429,663	£591,314
Internal specialist	65.5	59.2	£3,198,073	£2,886,843	£311,230
Service delivery	334.5	325.2	£8,564,268	£8,347,700	£216,568
Totals	1478.7	1323.8	£54,689,780	£48,852,951	£5,836,829
Adjusted savings total (missing on costs and roles)					£6,521,624

Figure 13: Summary of ‘as is’ and ‘to be’ activity, costs and estimated savings

e. Process data discovery

Ignite’s methodology for process re-design begins with a data discovery exercise. This uses a ‘master’ list of approximately 1300 local authority processes. Process data discovery uses the list as a starting point to identify how many of these processes are undertaken by SBC and where opportunities for improvement can be found. We use this information to structure the process re-design phasing throughout implementation prioritising key high volume and/or high opportunity areas.

The process data discovery spreadsheet was validated, edited and completed by SBC staff. In addition to checking the relevance of processes, staff representatives from each service area were also asked to provide volume data, channel data (i.e. how demand is managed on the phone, online, face to face etc) and a view of efficiency opportunity based on nine questions.

Figure 14 shows an extract of a process list for verification and an example initial process rating.

Pre-populated list of processes for verification

In order to establish the importance of taking a process through a full re-design workshop cycle, we need to evaluate each against the three criteria below

LGA ID	LGA Label	LGA description	Tab in Activity Analysis - Functional area	Customer Journeys & Processes	Relevant to Guildford?	Criteria for prioritisation		
						Annual Volumes	Customer Impact	Efficiency Opportunity
34	Business rates annual notification	Providing local business with information on who is required to pay business rates, how business rates are calculated for a property (valuation), how to pay business rates.	Exchange Svcs	Annual Billing of Business Rates (& Council Tax)	Yes	High	Low	Low
35	Business rate relief	Business owners may be eligible for reductions in their business rates. Examples of reductions are transitional relief, empty properties, charity relief, rural rate relief and hardship relief. The council provides advice on eligibility for rate reductions and will provide application forms and process applications for reductions.	Exchange Svcs	Apply for an NDR exemption	Yes	Low	Low	Low
36	Business rates account enquiries	Local businesses can apply to the council for information about their own business rates such as a statement of their account, details of their property valuation etc. New businesses must apply to the council for a valuation of their property and to set up a new business rate account.	Exchange Svcs	Enquiries about Non-Domestic Rates	Yes	Medium	Low	Low

Figure 14: Process Data Discovery - verification and rating

The nine efficiency questions are centred around the use of paper, technology and ways of working. This information enabled processes to be prioritised in the order which will release maximum benefit and capacity to staff.

We then used a combination of volume, efficiency and channel data to identify a suggested priority list of 251 processes, out of a total of 804, to redesign in the transformation programme. These have been allocated to different programme phases and priorities based on the following criteria:

- Phase A - enquiry and information-based processes which can be improved largely through the website redesign and content review, without major technology implications
- Phase B (priority one) - the highest volume and/or impact processes, based on the information provided.
- Phase B (priority two) - medium volume and/or impact processes.

Figure 15 summarises the processes identified by directorate and phase. [Appendix D](#) has the breakdown list of all the processes recommended for redesign by current directorates. The number of processes for Children, Learning and Skills is lower than might be expected because the Children’s Trust was out of scope of the data discovery exercise. We have split Finance and Resources into internal and external facing services, because all the Arvato services were treated

as belonging to this directorate and we felt it was important to be clear how many internal support services were being recommended for redesign as opposed to the public facing services.

Directorate	Total number of processes	Total in scope	Number of Phase A Processes (Enquiry-based)	Number of priority one processes in Phase B	Number of priority two processes in Phase B
Adults and Communities	220	56	13	21	22
Children, Learning & Skills (excludes SCST)	81	27	11	11	5
Environmental Services	58	14	1	6	7
Regeneration	267	74	17	22	35
Finance and Resources (Internal)	114	38	3	25	10
Finance and Resources (External)	64	42	9	25	8
Grand Total	804	251	54	110	87

Figure 15: Number of full and selected processes identified by phase

f. Technology review and investment options

Technology is key to the delivery of transformation because it enables many of the benefits of new ways of working, channel shift and efficiency to be realised. Technology changes need to be made as part of an integrated implementation programme so that they are aligned with organisation and process design, and with culture and change. To achieve the full benefits of the new operating model a significant commitment to investing in and making best use of technology will be required.

One of the key ways in which SBC can seek to deliver efficiencies through a new operating model is by visualising service delivery as a series of tiers, as illustrated in Figure 16 below, and seeking to shift as much work as possible closer to the customer into Tiers 0 and 1. These tiers work both internally and externally, i.e. customers can mean staff requiring support services (e.g. ICT, finance, HR) or citizens accessing public services.

This approach aligns with the council’s vision, outlined in section 2b above, to foster independence amongst customers and communities.

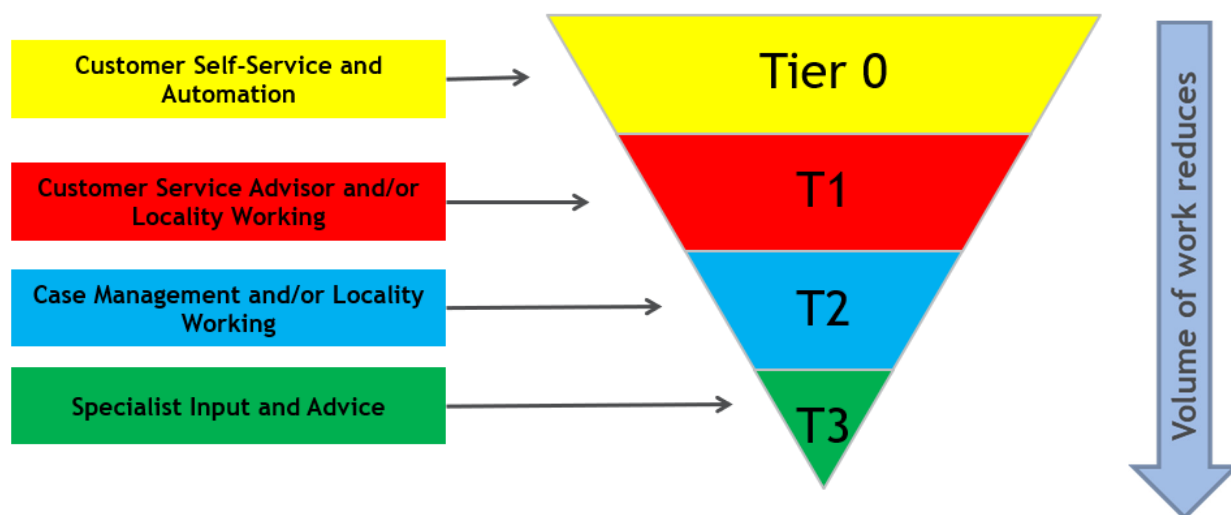


Figure 16: Service tiers

Ignite has developed a core and an enhanced set of technology capabilities required to deliver transformation in local authorities. These are detailed in [Appendix E](#).

During the opportunity assessment, we worked with the Service Lead for Digital and Strategic IT and other colleagues to conduct a review of the state of the council's existing ICT infrastructure and business systems and assess them against the core capabilities.

The draft ICT and Digital strategy for SBC highlights a range of significant technology challenges facing the council, including:

- Out of date, non-compliant servers
- Inflexible Citrix-based desktop architecture
- Complex remote access arrangements
- End-of-life telephony system
- Mixed estate of mobile devices with significant dependence on end-of-life Blackberry tools.

These are significant obstacles that need to be overcome to lay the foundations for transformation. SBC'S ICT team is engaging with Arvato to make progress on these issues. It is crucial that these projects are progressed and the foundations for transformation put in place.

A survey was undertaken with services across the council to deepen the understanding of how technology is used currently, and why. Although there are still some gaps in the understanding and questions to be answered, we were able to develop a good picture of the state of key council systems and assigned a Red/Amber/Green (RAG) status to systems aligned to each tier (Figure 17):

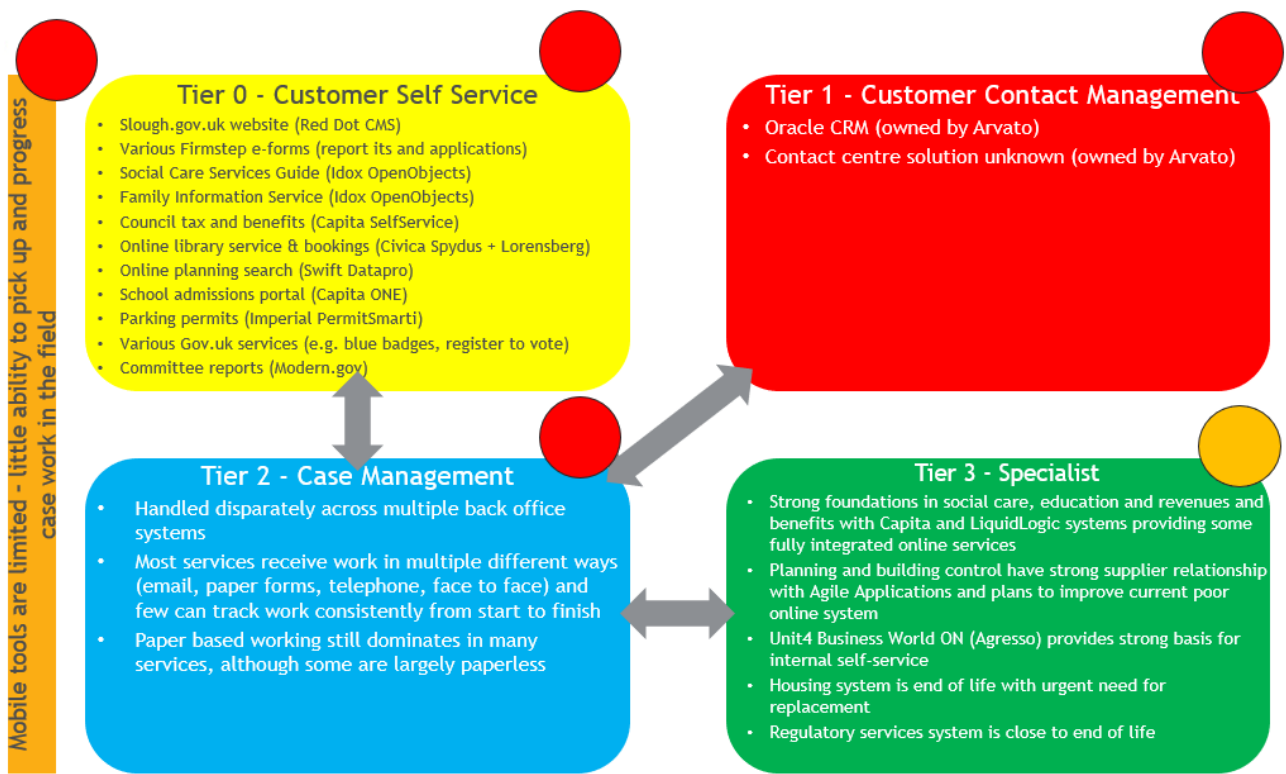



Figure 17: SBC RAG rating against core technology capabilities

The detailed reasons for the RAG ratings are provided in Figure 18 below. Headlines are:

1. The online offer is inconsistent and very poorly designed and written, which is likely to drive demand towards more expensive, traditional channels.
2. Departments have been free to select and implement their own systems resulting in inconsistent ways of working across the council. No-one has ownership of the customer experience online.
3. There are significant gaps in the online offer, with widespread use of PDF and Word forms which are little better than paper forms. There are no fully integrated online forms for many services.
4. Little evidence of mobile working was found beyond use of email on smartphones and Citrix sessions on laptops, and we know that the underlying infrastructure in these areas is poor.
5. Rekeying, double-handling and paper-based processes are commonplace.

RAG	Explanation
Tier 0 - Customer Self-Serve 	<ul style="list-style-type: none"> • The main Slough website needs to be completely redesigned - the look and feel is outdated, (fixed width, logos in header lack 'clean' edges, font is quite small by modern standards), the home page is very busy with a lot of links, search box is small and easy to miss, there is far too much content and pages are often too long and complex. • Customers can access a range of services online BUT customer self-service is a patchwork quilt of point solutions with at least six registration and login systems (see Appendix F) and 8-9 varying user interfaces. • There are also significant gaps in what services customers can request or do online e.g. apply for housing, licensing or environmental health services, pay for some services, apply or renew bus passes. • Customers cannot track or update cases online.





Tier 1 - Customer Contact Management 	<ul style="list-style-type: none"> The Oracle CRM is outdated and was supposed to be replaced some years ago. It is used in a very basic transactional way to log and categorise interactions and is not integrated with wider council systems. The contact centre management solution is owned by Arvato and is thought to be basic and close to end of life.
Tier 2 - Case Management 	<ul style="list-style-type: none"> Civica W360 is used by some but not all services. Many services store documents directly in back office systems and/or on file servers Some services still rely significantly on paper files. There is no strategy for managing documents electronically across the council Although some back-office systems contain elements of workflow, there is no consistent approach and many services lack a live view of work volumes and stages across services.
Tier 3 - Specialist 	<ul style="list-style-type: none"> Some areas of integration into back office systems to save re-keying e.g. Capita revenues and benefits portal, school admissions portal There are plans to launch more integrated self-service features in adult social care Planning and building control are in the process of upgrading the APAS system which should improve online service delivery and provide improved mobile functionality Most Firmstep forms simply generate emails/PDFs which are re-keyed and/or printed rather than updating line of business systems The housing and regulatory services systems are approaching end of life
Mobile 	<ul style="list-style-type: none"> There are 270 Blackberries running on an end of life Blackberry Enterprise Server No replacement mobile device management solution has been selected No evidence of ability to send work live to mobile teams and for them to progress in the field

Figure 18: Explanation of technology RAG ratings by tier

Following the review existing systems were mapped to the core technology capabilities, and we identified weaknesses and gaps and created a set of recommended actions covering the products and solutions that would need to be retained, replaced or purchased to fill a gap. These are shown in Figure 19 below.

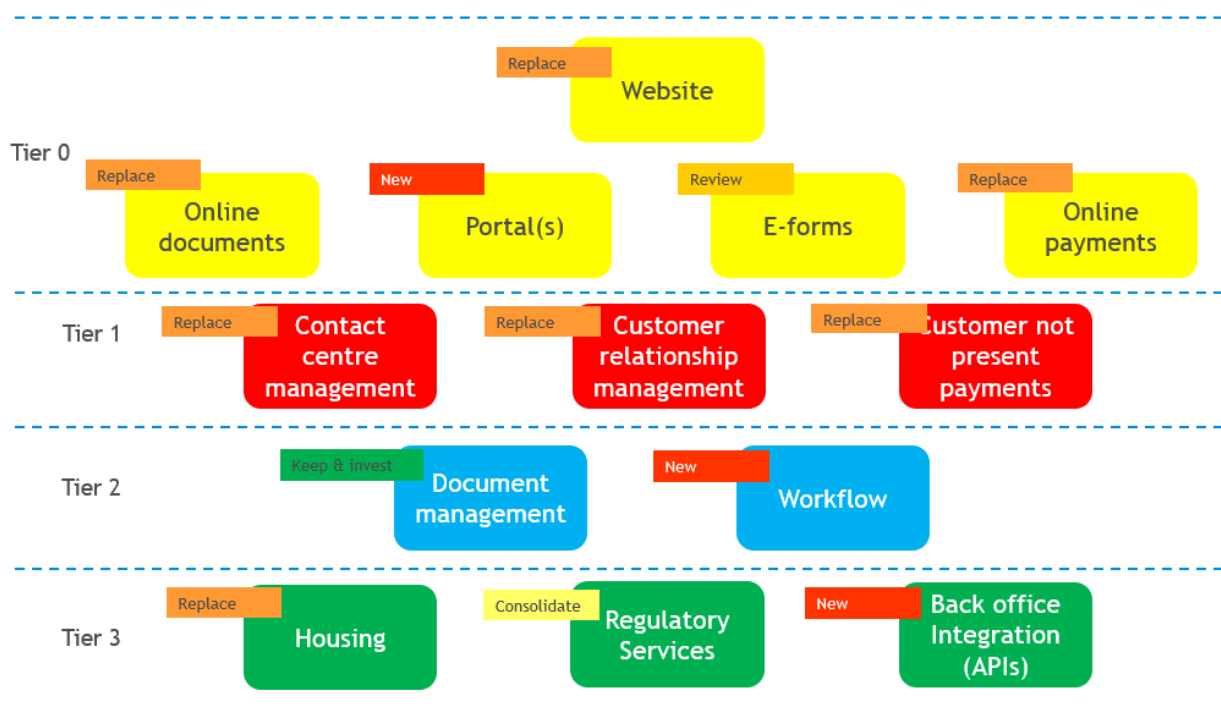


Figure 19: Summary of technology recommendations by service tier

These recommendations were used as the basis for creating estimates for the level of technology investment required. It is important to emphasise that the estimates were for technology to specifically address the areas highlighted in Figure 18, not to address the legacy issues with servers, telephony etc mentioned above or the costs associated with bringing the ICT service back in house from Arvato. It is assumed that the technology budget associated with the HQ move will be sufficient to address these issues and indeed it is of vital importance that this work is completed in the early stages of transformation.

Initially two models for technology investment were worked up. Option One was heavily based on investment in Microsoft cloud technologies and had significant revenue implications. Option Two was less ambitious and relied more on on-premise solutions. Following discussions with the Director of Finance and Resources, we worked up a third option which was a blend of the two, is the recommended approach and fits within the provisions already made in council budgets for transformation and is therefore excluded from the cost/benefit analysis in section six.

It should be made clear that using certain assumptions around specific suppliers and systems does not in any way imply that these will be the solutions that will eventually be chosen, nor should they compromise the integrity of any future procurement exercise.

Description	One Off/Capital	Recurring/Revenue	Five Year Cost
Option 1 - Cloud based digital platform based on Microsoft Dynamics, E5 licensing for Skype telephony, two major system migrations (housing and regulatory), Servers hosted in Azure, integrations, Windows 10 migration and major laptop investment	£3,734,500	£1,908,500	£13,277,000
Option 2 - Cloud based digital platform based on Firmstep, on-premise telephony, one major system migration (housing), core servers only hosted in Azure, integrations, Windows 10 migration and major laptop investment	£3,531,000	£678,700	£6,924,500
Option 3 (Recommended) - Assumes Microsoft Dynamics based digital platform and two system migrations but on-premise telephony, core servers only hosted in Azure, integrations, Windows 10 migration and major laptop investment	£3,154,800	£919,600	£7,752,800

Figure 20: Summary of technology options and costs

g. Culture and change

As part of the new operating model, the council’s culture and ways of working will need to change significantly. The following activities were delivered as part of the Blueprint to assess the current culture and ways of working and identify areas of strength and development in managing change.

Activity	SBC staff involved	Purpose and outputs
Organisational change readiness assessment	CMT Service Leads Change Champions	To assess how ready the organisation is for taking on change of this magnitude
Culture workshop	CMT Service Leads Change champions	To start to define the target culture required to deliver the new operating model, assess as-is culture, and develop an action plan to shift from as-is to target culture

Figure 21: Summary of activities on culture and change

Organisational change readiness

A questionnaire made up of seven questions assessing aspects of readiness on a scale of 1 (low readiness) to 6 (high readiness) helped us explore how ready the council is for change by assessing how well it has managed change previously, and by understanding how well-informed staff feel they are about the programme.

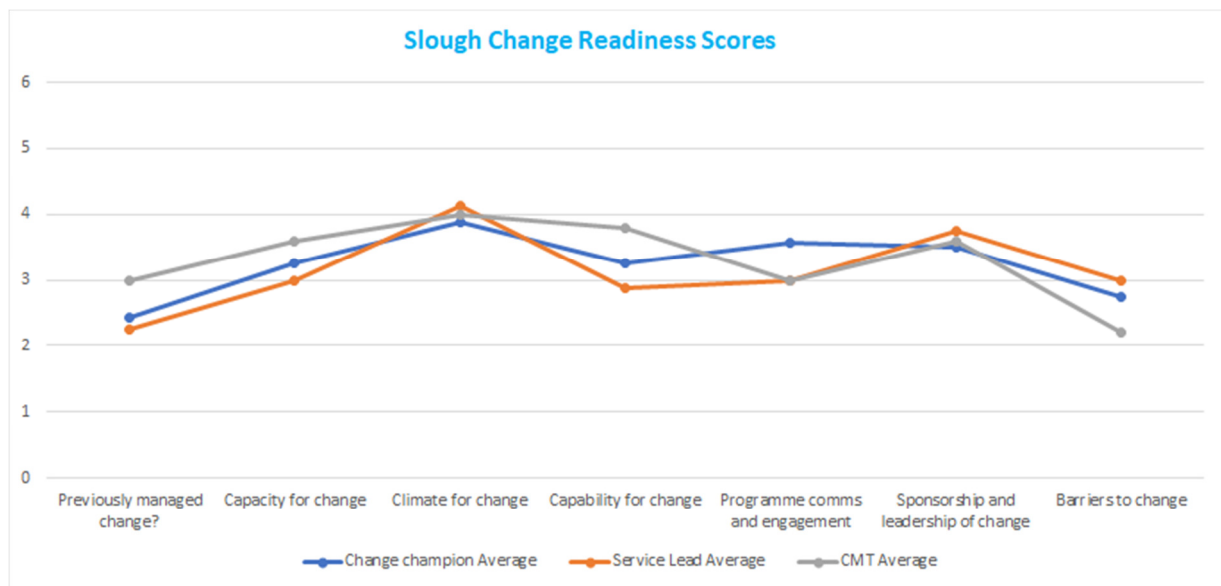


Figure 22: Organisational change readiness scores by stakeholder group

Scores indicate that the climate for change across the council is relatively high despite the general view that any previous change could have been managed better. This creates a solid foundation for change. We did pick up that in some parts of the business, change fatigue was beginning to show and this is something that should be monitored closely.

Clear communications and engagement about the programme are also a critical part of readying the organisation for change. Whilst there were some higher scores in this area and a verbal acknowledgement from staff that communications were an area where they have seen improvement recently, staff attending workshops felt that communications could be brought to

life more. It was also reflected that the degree of engagement and the opportunity to engage could be a potential opportunity to work on.

A consistent score across the organisation can be seen for sponsorship and leadership of change. Although relatively high, the low score seen regarding previously managed change suggests that work could still be done to improve readiness in this area.

The scores indicate that capacity for change is average. People told us there may be more capacity for change if the organisation started working a bit smarter, including the proposed IT and locality changes. In addition, in some areas staff raised that they are experiencing resource challenges due to recent reorganisation and staff loss.

Capability for change is the area where scores are most spread suggesting there is likely to be large variance across the organisation in the degree to which there are skills in place to manage the change.

The change readiness questionnaire and detailed feedback can be found in [Appendix G](#).

Culture

Ignite uses an approach to defining target culture which looks at the behaviours, symbols, and systems, which are underpinned by values/beliefs, that make up an organisation's culture, or 'the way we do things around here'.

We facilitated culture workshops with CMT, service leads and change champions. These focused on:

- Defining 'must have' characteristics of a future culture
- Clustering these around cultural archetypes
- Understanding current enablers and blockers
- Gathering ideas on actions SBC could take on key levers for cultural change.

There was a wide range of ideas on what the target culture should be including discussion on how the archetypes in their current state didn't fully reflect what staff envisioned for the target culture, and in many cases they wanted to blend aspects of a couple together. The priority order of cultural archetypes for the council's target culture selected by each group are shown in [Appendix G](#)

Key emerging themes include:

- A focus on prevention and the changing relationship with communities more than the transactional relationship with customers. This was reflected in discussions about the balance required between the 'greater good' and 'customer centric' archetypes
- A move towards a more 'achievement-based' culture within the council - moving towards a culture where performance is more openly discussed driving accountability and ownership at all levels
- Innovation was recognised as important to all staff, but it was more of an enabler in supporting the other archetypes
- During pathway and design workshops there was discussion about the need for stronger collaboration across teams, a need to work beyond a single team and a sense of being 'one

council'. This is reflected in the 'one team' cultural archetype, and requires further exploration in the next phase of work

- The degree to which change will be embraced will vary across service areas. This requires further exploration to understand the 'cultures within cultures' that exist across the council to ensure that a culture development plan is targeted in the right way.



Figure 23: Potential levers to change culture

Service leads and change champions completed an exercise to generate ideas to shift culture using each of the nine levers for change shown in Figure 23 above. The groups produced a combined list of potential actions, plotted on an impact v do-ability matrix for each lever, which will be developed and built on during implementation to form the basis of a comprehensive culture change plan.

Areas of focus identified were:

- Behaviours - embed behaviour framework in job descriptions and recruitment
- Performance - establish clearer golden thread of performance in 121's and service plans
- External relationships - involve partners in co-production
- Communication - run more face to face workshops about the programme and describe the future in tangible ways
- Workforce development - role specific training, grow apprenticeship academy, formal sharing of knowledge across teams.

In the next phase we propose working with CMT and service leads to build and develop thinking so far to define the Slough culture in a more detailed and nuanced way and create a plan for achieving this.

4. New operating model design - outline and scenarios

a. Overview

Ignite has worked with CMT and service leads to use learning so far and define elements of a new operating model that will help the council respond to its challenges and take steps towards meeting the vision and case for change.

Several themes which are important in developing the model have emerged. These are set out below:

- The importance and relevance of all design principles and embedding these
- Getting the right component strategies in place e.g. locality/ prevention
- Scope for more collaborative and integrated working, creating a 'one council' team
- Building capacity and capability for prevention i.e. the work that happens pre referral; working in partnership with communities
- Better use and organisation of our early help resource across all ages
- Maximising the opportunity from bringing Arvato in-house, including streamlining the first point of contact
- Creating a better website
- Recognising the importance of technology and process improvement, including online and automated processes
- Well managed matrix working (or belonging to more than one team) - can help with consistency and collaboration
- Good resource management is needed to underpin this and other more flexible ways of working.
- Retaining professional line of sight is also essential if we increase matrix management
- We need a fundamental shift in how we value customer service.

Aspects of the new operating model have already been described in sections on process, technology and culture.

Figure 24 below shows an activity-based view of the operating model.

There are four broad activity types:

- Blue - all activity that directly provides value for customers and communities (the breath that brings the organisation to life)
- Red - all activity that enables and supports customer-facing activity (the heart)
- Orange - all activity that involves working with partners and with the community to better deliver value for customers and communities
- Green - all activity that steers the blue, red and orange areas - horizon scanning and ensuring the direction is clear and maintained (the brain).

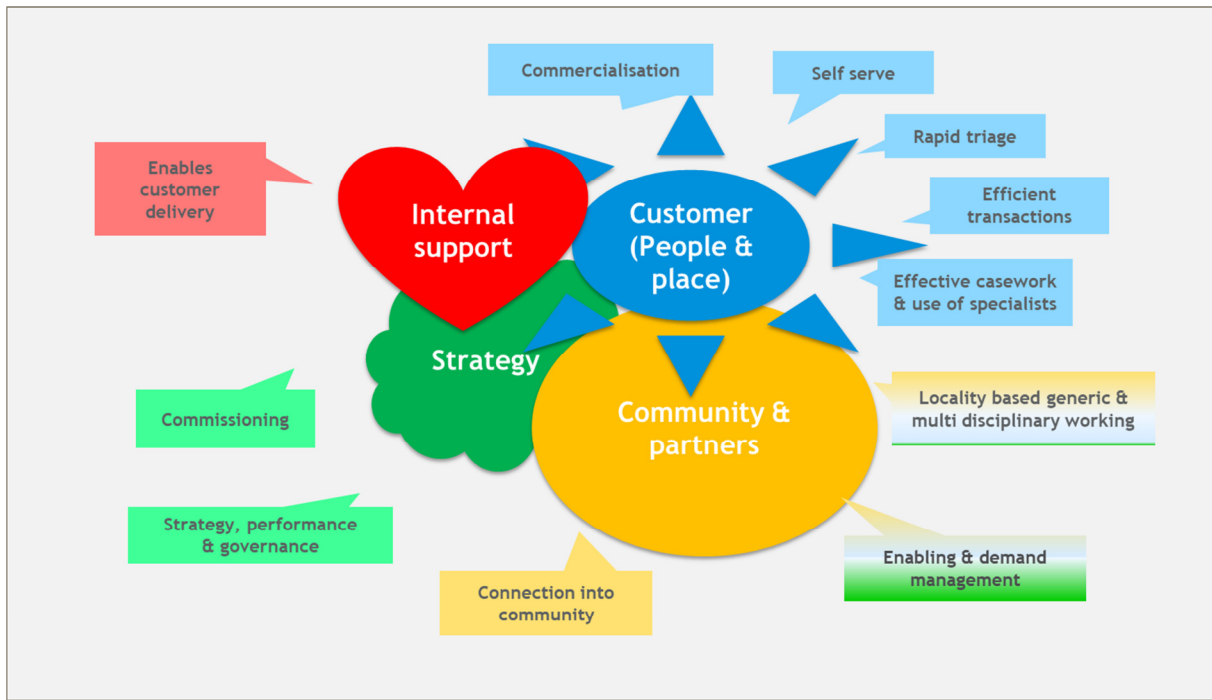


Figure 24: Operating model activity types

Within each area of activity there are several elements, and these are shown below (using the appropriate colour), with estimated future FTE. Figure 25 shows all the elements, and Figure 26 shows a further breakdown for three key areas

Proposed operating model elements

Corporate management (86 FTE)	Strategy and commissioning (106 FTE)	Performance and governance (26 FTE)	Major corporate projects (41 FTE)
Customer contact/ trriage (124 FTE)	Transactional and rules based cases (209 FTE)	Core locality working (44 FTE)	Specialist (231 FTE)
Community delivery units e.g. libraries (144 FTE)	Commercial delivery units (e.g. waste) (181 FTE)	Corporate services triage & transactional/ rules based cases (73 FTE)	Corporate services specialist (59 FTE)

Figure 25: Proposed operating model elements

Proposed operating model elements (detail)

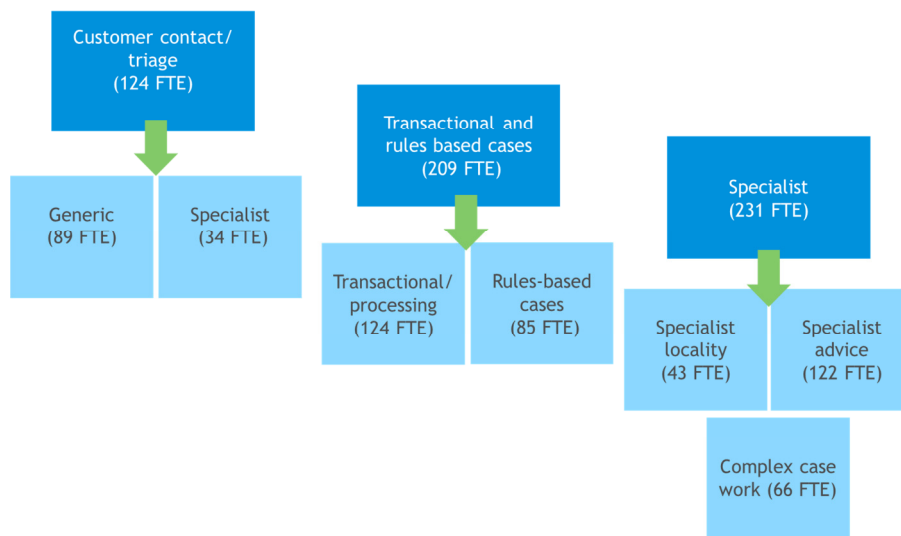


Figure 26: Proposed operating model elements (detail)

For the business case we have focused mainly on development of scenarios for the customer and community elements of activity (blue and orange). This reflects their importance to the council's vision and the impact and benefits the council is seeking to achieve. We have completed some initial work to look at support services (red). The approach to strategy and commissioning (green) will be developed further in the next phase of work, - we have included a description of scope at this stage.

b. Customer and community

We developed and reviewed several scenarios for the customer and community areas with CMT. The proposal is to move towards the pathway model described below.

Pathway model

The model is illustrated in Figure 27, and shows the configuration of the main types of customer and community facing activity:

- Customer contact
- Transactional/rules-based cases
- Locality
- Specialist.

Customer & community - Pathway model

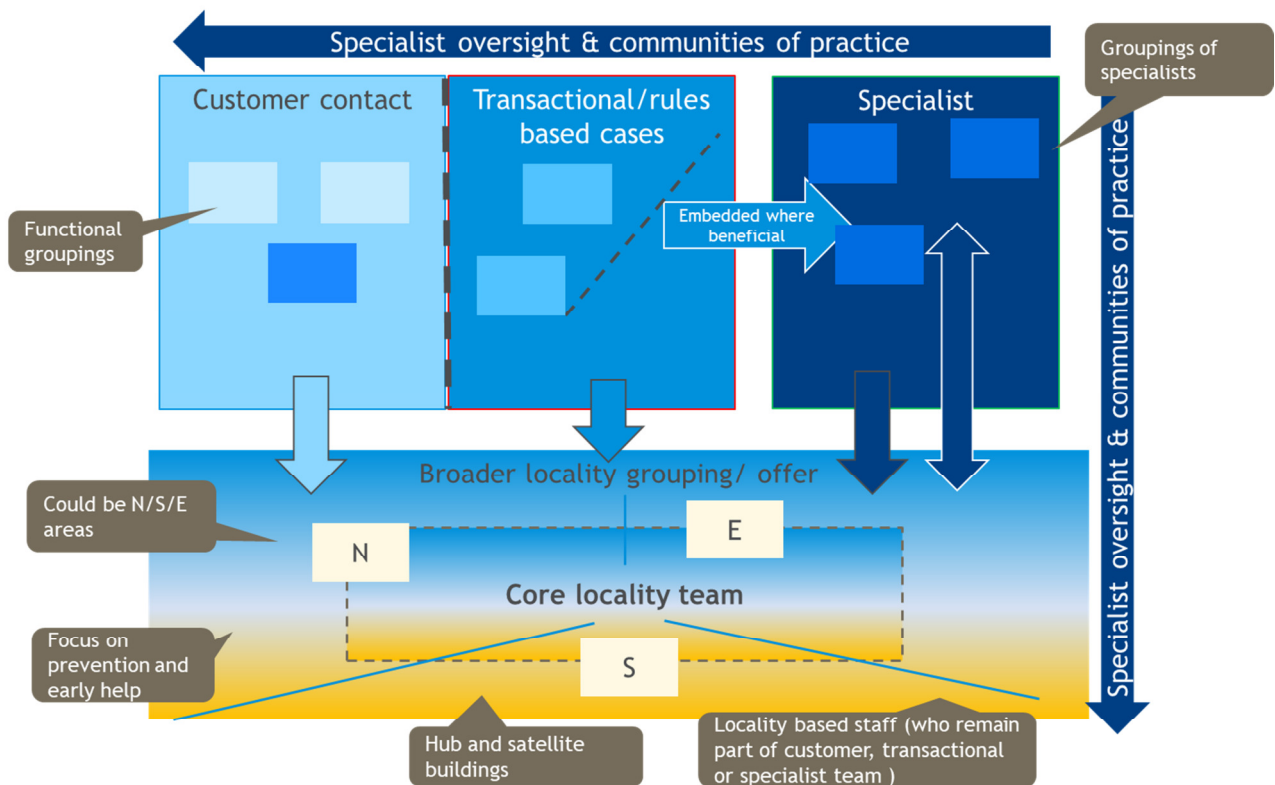


Figure 27: Customer and community - Pathway model

Set out below is a description of the purpose and key characteristics of each of the activity types for the model.

Customer contact and transactional/rules-based cases (universal services)

Purpose

- Make it easy for people to contact us and receive consistent, accurate, timely advice and guidance, that addresses and resolves their enquiries and requests, across the full range of council services.
- Encourage people to use their own support networks and make best use of personal resource to support their own independence.
- Manage routine administration, processes, accounts, applications and assessments as efficiently and effectively as possible, providing a continuously improving and responsive service for people
- Adopt a prevention and early help mindset, looking out for signs of wider issues that could escalate.

Characteristics

- A single customer contact/ triage team with the right mix of staff to have the right first contact and conversation

- CRM and workflow to allow visibility of customer interactions (with appropriate permissions)
- This team would include specialist staff to enable customer contact for people services to operate in this environment, including with partners (e.g. health)
- A single team to handle transactional, processing, and rules-based cases. This would include a wide range of work e.g. revenues and benefits cases, minor planning and licensing applications, housing applications, school admissions
- This team could be combined with the customer contact team to create a single ‘customer’ team
- Both teams would have access to specialists and specialist oversight and there would be a balance of multi skilling, and service champions and/or groupings
- Empowered roles, customer centric culture, and a prevention and early help mindset
- Teams would be operationally managed. Specialist oversight and mentoring would also be designed in to ensure effective end to end customer journeys and processes. This could be achieved through a community of practice approach with a lead specialist matrix managing staff working on their functional or professional area
- In practice there are likely to be some areas the council would choose to treat differently. This would start to move the council towards a model that mixes pathway and functions. Examples of where the council might choose to treat a service or an element of service differently are:
 - Customer contact of a very specialist nature and/or that is delivered in partnership
 - Customer contact that is better embedded in a delivery unit (e.g. teckal, reception activity in a service building e.g. a children’s centre).
 - Some admin or processing activity where the work is better embedded in specialist teams e.g. mental health.

Locality

The work we carried out in this area highlighted the wide range of council (and partner) activity and services in localities and the range of buildings (existing and planned) that support this e.g.

- Services that are delivered and available at local level across Slough e.g. schools, waste, libraries, leisure centres, registrars
- Services that have local ‘branches’ e.g. adult social care teams north, south and east teams, and customer contact staff based at various locations across Slough
- Services that are ‘outreach’ or ‘mobile’ from a more central service some of which make use of local buildings e.g. family workers, youth workers, housing staff, community wardens
- Services that are in localities on a ‘peripatetic basis e.g. equipment demos, smoking cessation session
- Multi agency or integrated services at a local level e.g. troubled families, multi- agency working in children’s centres

Each of these has its own professional management, accommodation and technology requirements.

These discussions underpin the purpose and characteristics set out below.

Purpose

- Proactively plan and coordinate activity and services in localities with a focus on prevention and a community-led approach
- Where local people need, enable them to access services where they live
- Develop a deep understanding of current and future needs of local people and use this to shape local services.

Characteristics

- Locality working seen as an activity not a building
- A 'locality offer' supported by both a 'core' locality team and a broader grouping of staff who primarily align to a service or function but have a secondary alignment to a locality
- **Core** locality team characteristics:
 - A single Slough team operating across three areas localities (e.g. North, East and South)
 - The team would build insight and intelligence about each locality and use this to help shape bespoke services
 - Focus on prevention, community enabling & capacity building, and monitoring & enforcement to local standards. The aim would be to reduce demand for services and interventions by the Council, across both people and place services
 - Roles are likely to be multi-functional e.g. community development roles, or multi-skilled e.g. neighbourhood support role
 - The team would provide an element of operational management and co-ordination for the council's broader presence and services in the locality
 - Further work is needed to define the boundaries between this team and others e.g. would locally-based customer contact staff form part of the customer contact team or the locality team
- A **broader locality staff grouping** would form part of the locality offer (e.g. area adult social care teams). These staff would primarily align to a service or function. The locality would be their 'second' or 'extended' family with a matrix management approach
- A detailed accommodation strategy and plan needs to be developed to define and describe
 - which teams and staff are locality based and in which buildings (hub, satellite etc),
 - what are the high priority 'co locations' for Slough teams and partner teams
 - which staff are mobile (rather than locality based) with a requirement for 'touch down' office facilities?

Specialist

Purpose

- Provide high quality specialist advice and casework to people and business through professional and technical excellence, innovation and collaboration, successfully implementing statutory requirements and strategic aspirations of the council

Characteristics

- Specialists working in a more flexible way, organised along service/ functional lines or in some areas work in new groupings e.g. aligned to strategic priorities

- Focus on collaborative working across functional areas and with partners to support prevention, early help and seamless journeys for people and business
- A matrix management approach where specialists have oversight and lead communities of practice to ensure quality and outcomes of end to end customer journeys across locality, customer contact and transactional/ rules-based teams
- Locality based specialists also part of broader locality team (as part of a matrix approach).

Commercial and community delivery, major corporate projects, property portfolio

Decisions about where commercial and community delivery (e.g. waste, libraries), major corporate projects and management of property fit and connect with the model will be explored as part of the next stage of work.

Mix of pathway model and functional approach

The pathway model will be a radical change for the council and represents the aspirational end state. We've described below a model that mixes a pathway and a functional approach. This could represent a stage or interim position on the journey.

The purpose for each area of the mixed model remains the same as for the pathway model.

In terms of characteristics:

Customer contact

- In addition to a single generic customer contact team, there would be several additional specialist customer contact teams e.g. adults, bereavement. Non-specialist areas would be handled in the more generic team
- Customer contact might also be embedded in delivery areas e.g. DSO, registrars
- A customer 'community of practice' would operate across the separate customer contact teams to support consistency of approach and standards.

Transactional and rules-based cases

- The transactional/ rules-based case team would have a more limited scope e.g. handing validation of planning applications rather than minor applications.

Locality and specialist

- Locality and specialist teams would be as for the pathway model.

Customer and community - mix of pathway and functional

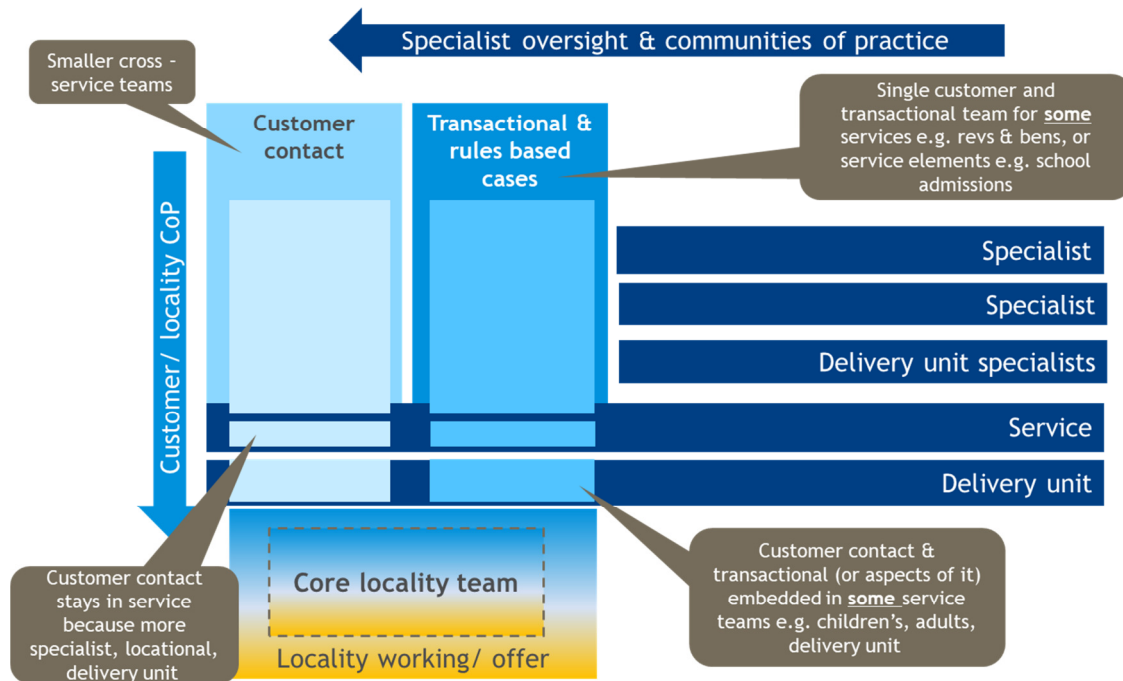


Figure 28: Customer and community - Mix of pathway and functional approach

Benefits and risks

There is a risk is that without full commitment to moving to the new operating model, the council will only get part way there, and benefits will only be partially achieved, including financial benefits.

In addition to an efficient approach, the high-level of organisational change associated with the pathway model will facilitate the cultural change that is needed. It will also structure the council for collaboration and cross service working, supporting the council's aspirations for changing its relationships with customers and communities.

c. Support services

Two scenarios are currently being considered - an integrated support service approach, and an improved 'as is'. Further design work to confirm the optimal approach will be part of the next phase of work.

Scenarios 1 and 2 are described below.

Scenario 1 - Integrated support services approach

This scenario is illustrated in Figure 29, which shows the configuration of the main types of support services activity:

- Customer contact and transactional
- Specialist activity

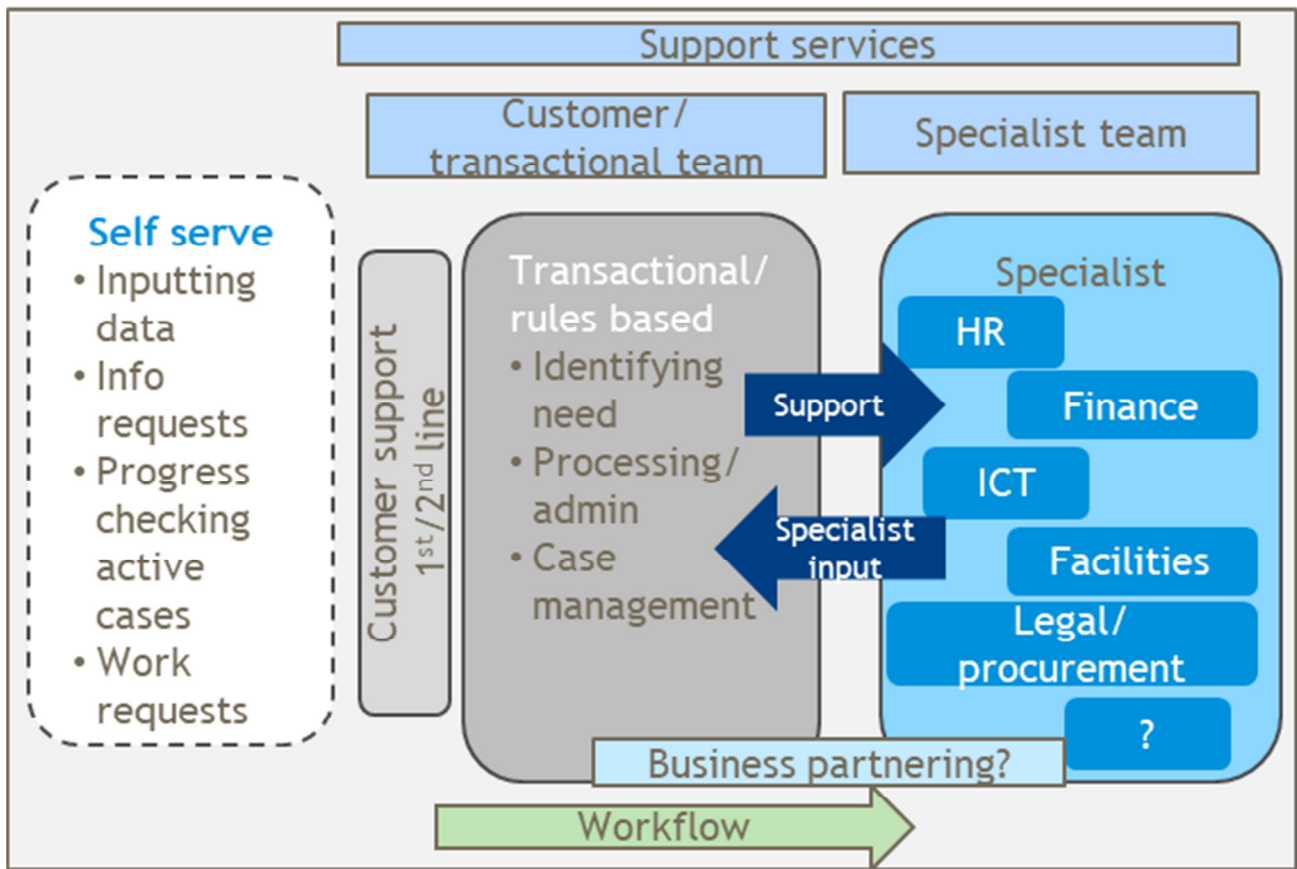


Figure 29: Scenario 1. Integrated support services approach

Purpose

To provide timely, consistent, efficient and high- quality support services; ensuring compliance and enabling the organisation to achieve its strategic priorities and deliver for its customers.

Characteristics

- Promote and encourage our (internal) customers to be independent and to self-serve on appropriate elements of service
- Collaborative across support services and with customer facing services

Customer and transactional teams

- A single integrated customer contact and transactional team with the right mix and levels of staff
- A service desk approach providing visibility of all customer interactions
- Resolution of internal customer queries by phone, face-to-face, web or email and dealing with straightforward service requests
- Directing internal customers to self-service channels via the intranet or portals
- End-to-end handling of straightforward internal customer cases

- Chasing stakeholders for further information/documentation
- Case administration and updating back office accounts e.g. processing applications, requests, reports, payments, permissions and inspections

Specialist team

- Management of complex or contentious internal customer cases that require professional expertise to make a judgement or decision
- Working in functional groupings to provide specialist or expert input and advice to customers, colleagues, members and partners
- Professional oversight and QA of how ‘technical’ work is delivered in support areas

A business partner or relationship manager approach located within either team would also be designed in.

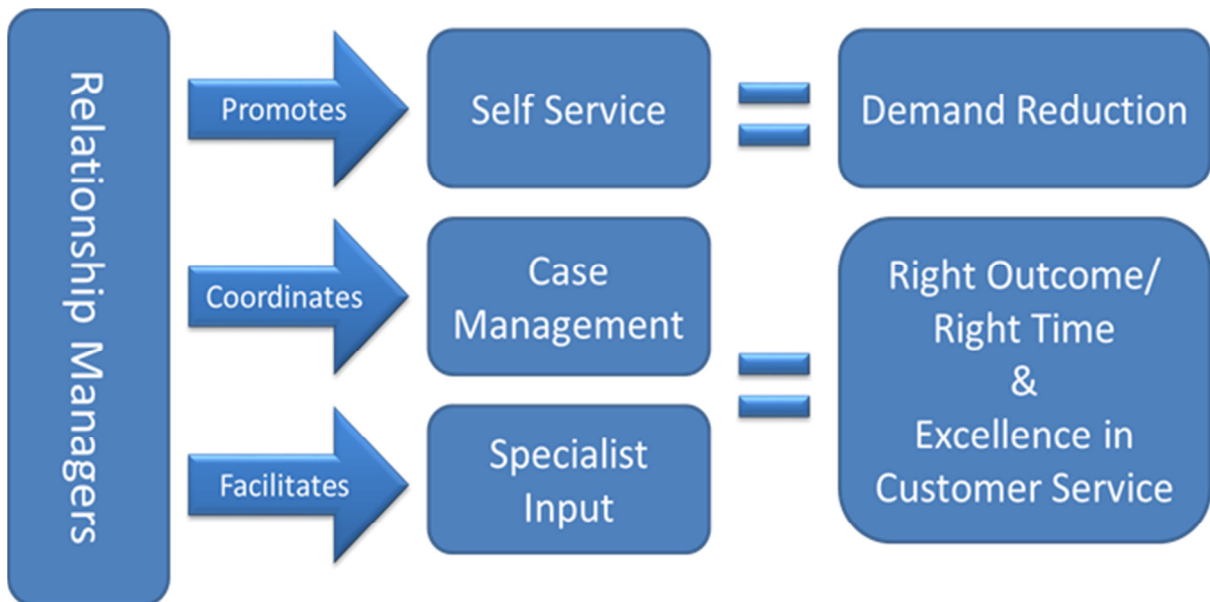


Figure 30: Scenario 1. Integrated support services approach

Scenario 2 - Improved ‘as is’.

This scenario would seek to build on initial work exploring current strengths and weaknesses of support service arrangements.

Emerging themes include:

- The need for stronger collaborative working between customer facing and support services
- Scope for more streamlined processes including automated and online.

d. Strategy and commissioning

This part of the operating model will broadly include the following activity types. Decisions will need to be made about the best location for some activity e.g. the customer strategy and customer insight and data might fit better with the customer contact area; aspects of procurement and contract management might fit better with specialists and/ or support services

- Strategy
 - Commissioning activity for services across the organisation, where support services will support the procurement aspects of the commissioning cycle
 - Delivery of the Local Plan
 - Strategy & policy work across the organisation (policy frameworks, annual strategic cycle, insight and data, translating political will)
 - Commercial strategy
 - Customer strategy
 - Communications, marketing and events from across the organisation
 - Acquiring, divesting and disposing assets; making decisions to ensure the asset base best meets the commercial (financial) and strategic priorities of the council
- Performance & governance
 - Democratic support and elections
 - Corporate performance (performance cycle and internal projects on service reviews and business improvement)
 - Activity that ensures that the organisation is running effectively and in accordance with council rules and policies
 - Setting programme governance and providing programme support

e. Senior management structure

Detailed organisational structures for the council will be designed as part of the next phase of work. Optimal structures will emerge as the operating model design is explored in more detail.

As part of the work so far there are a number of emerging scenarios for the senior management structure, some of which are described below. This thinking will be further developed early in phase A. There are interdependencies between this and wider organisation structures. Parts of the organisation are in different places and we need to be mindful of this and any potential risks as we move forward. The scenarios reflect emerging themes so far:

- Providing strategy, support services and customer/ community facing services with the right focus and priority whilst ensuring they are integrated rather than operating as silos
- The emphasis within the council’s vision and case for change on changing the relationship with customers and the community.

Scenario 1

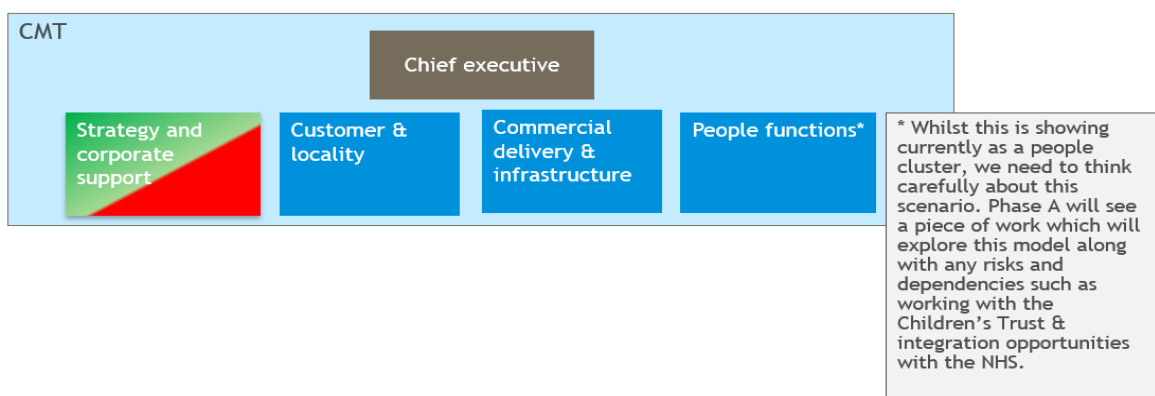


Figure 31: Scenario 1. Senior management structure

In this scenario there is a focus on Customer and Locality raising the profile of customer contact, transactional /processing and locality-based working including prevention. The area of Commercial Delivery & Infrastructure would focus on commercial delivery, infrastructure, regeneration, and day to day (specialist) services e.g. regulatory and planning. The People area could combine DAS and DCS functions and focus on services for adults, children’s, housing, and all-age early help.

Benefits of this approach include the profile given to new customer and locality areas, dedicated customer facing roles for three services; and a new ‘people’ services role that covers all ages.

Risks include that the customer & locality areas could become separated from the delivery of services under the other two customer facing service areas. The combination of support and strategy in a single role also combines different skills and accountabilities.

Questions that need to be resolved include how SCST will fit.

Scenario 2

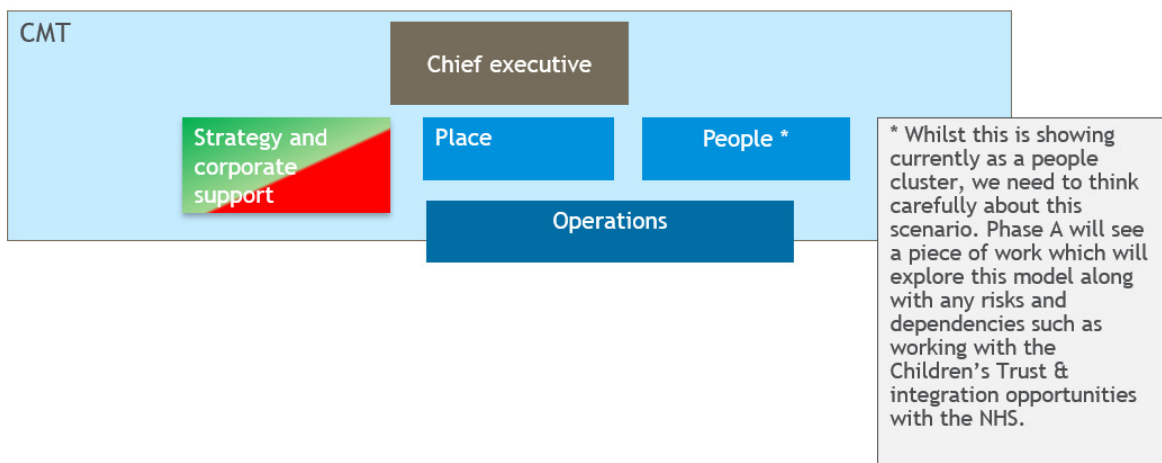


Figure 32: Scenario 2. Senior management structure

The main difference in this scenario is that an Operations responsibility would sit at a level below the customer facing areas of Place and People, taking day to day responsibility for managing the operations of customer and locality teams and allowing more capacity for Place and People to focus on their strategic role.

Benefits of this approach include additional operational management capacity to driver delivery across customer, transactional and locality teams, and the potential for close connection and ownership across all of customer facing service delivery.

Risks include that this may not give new customer and locality areas of delivery the right profile.

Scenario 3

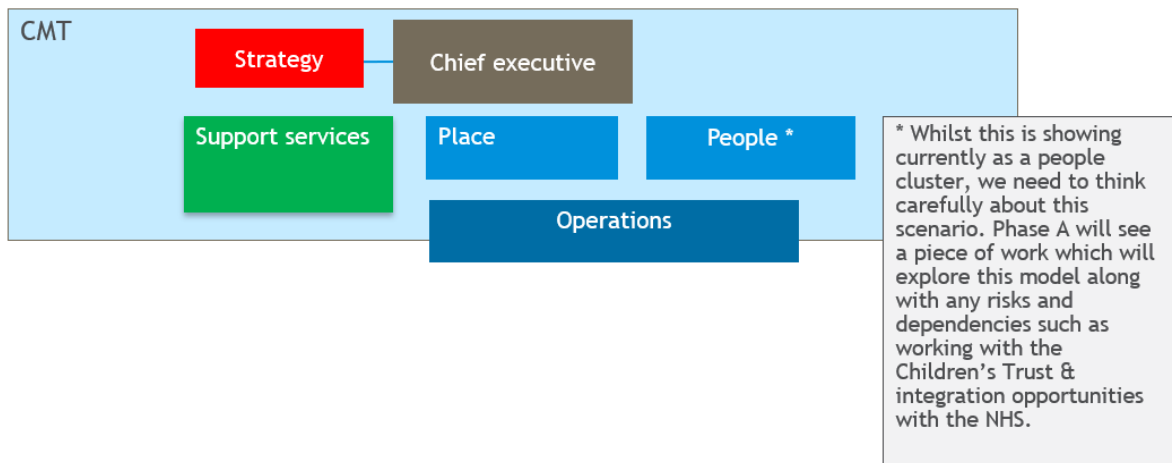


Figure 33: Scenario 3. Senior management structure

In this scenario support services and strategy are separated - with strategy reporting to the Chief Executive. The strategy area would be supported by the additional strategic capacity in People and Place enabled by the lead role in Operations.

5. Programme structure, phases and plan

a. Programme length and phasing

The length and phasing of the programme is informed by the outputs from the blueprint, the MTFS targets and the wider context of SBC's transformation. Factors we have considered include:

- The organisational design and the best sequence for restructure activity
- Technology procurement and implementation timescales
- Programme team recruitment and mobilisation
- Process redesign priorities, groupings and duration
- Current culture and change readiness
- Other important transformation activity, such as:
 - the HQ move to Windsor Road
 - Arvato contract exit and Landmark Place lease end
 - ICT modernisation
 - Build of community hub buildings
- The need for the programme to deliver £2.5m revenue savings by financial year 2020/21 and an additional £1.5m revenue savings in 2021/22 as identified in the MTFS

Section 3f highlighted a significant investment in technology is required to achieve the full benefits of the new operating model. The technology benefits are critically dependent on the delivery of key supporting technology projects to address the legacy infrastructure issues at SBC. The transformation of the council will require sound foundations in terms of server infrastructure, unified communications (telephony), Windows 10 and mobility. It is fundamental that these projects deliver on time and are resourced to do so if the transformation programme is to deliver to plan.

At its highest level the implementation plan has three phases:

- **Phase A (May 2019 to Dec 2020)**
Establish the machinery of the programme, design in detail how all teams are going to work, allow time for key supporting projects to deliver, have a focus on improving change readiness and culture as well as establishing some quick wins to gain momentum (e.g. new website).
- **Phase B (January 2020 to March 2021)**
The main body of the change which will involve moving to the new operating model. New structures, processes and technologies implemented as well as some of the new locality buildings coming into use. This phase will see a large proportion of the programme benefit delivered.
- **Phase C (April 2021 to March 2022)**
Ensure enough capacity is still available in the organisation to successfully embed the change and make improvements where required. Phase C is particularly important to drive out the outcomes desired from transformation. A common mistake is to allow insufficient time and attention after go-live to make the change stick. This is the essence of phase C.

Figure 34 below summarises key activity in these phases:

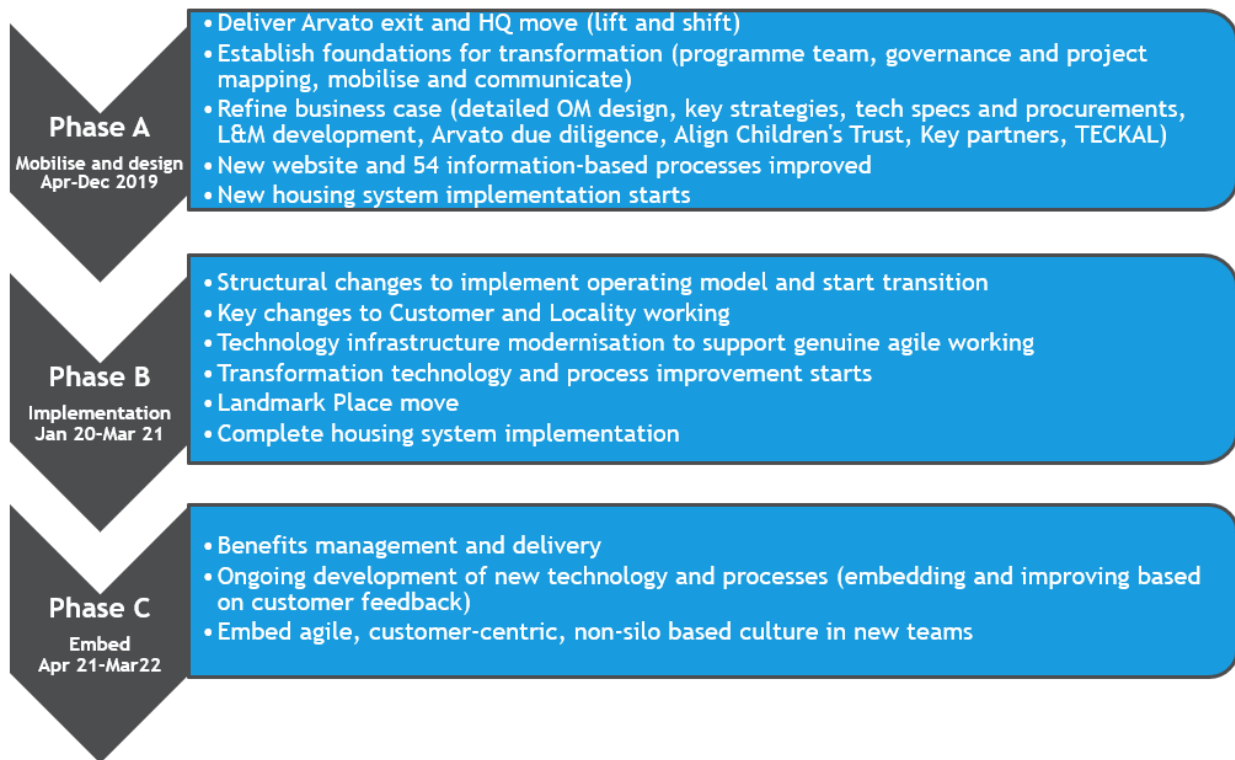


Figure 34: SBC transformation programme by phase

The following diagrams give a more detailed view of the specific activity and outputs from each phase.

Phase A

Transformation team and governance in place align all projects aligned	Exit Arvato contract (1 Nov)	Operating model detailed design complete	Children's Service Trust delivery and operating model confirmed	Leaders and managers Culture/change intensive work and design of plan
Community/locality strategy written and early alignment of as-is teams	ICT strategy and delivery partners known	Customer/digital strategy and tech solution confirmed and early alignment	New housing system procured and implementation started	HQ move complete and Accommodation Strategy and plan complete
Process improvement approach in place and target 54 web based processes	New website live	Customer Insight and coproduction of new Council design engage key partners e.g Health	Intensive Communication of Transformation	Review all key component strategies and align
Design Support Services including Admin	Refine non financial Benefits and set targets and measures	Design Strategy, Commissioning and Procurement	CMT restructure	Identify detailed investment plan for benefit realised by the programme

Figure 35: Phase A programme outputs

Phase B

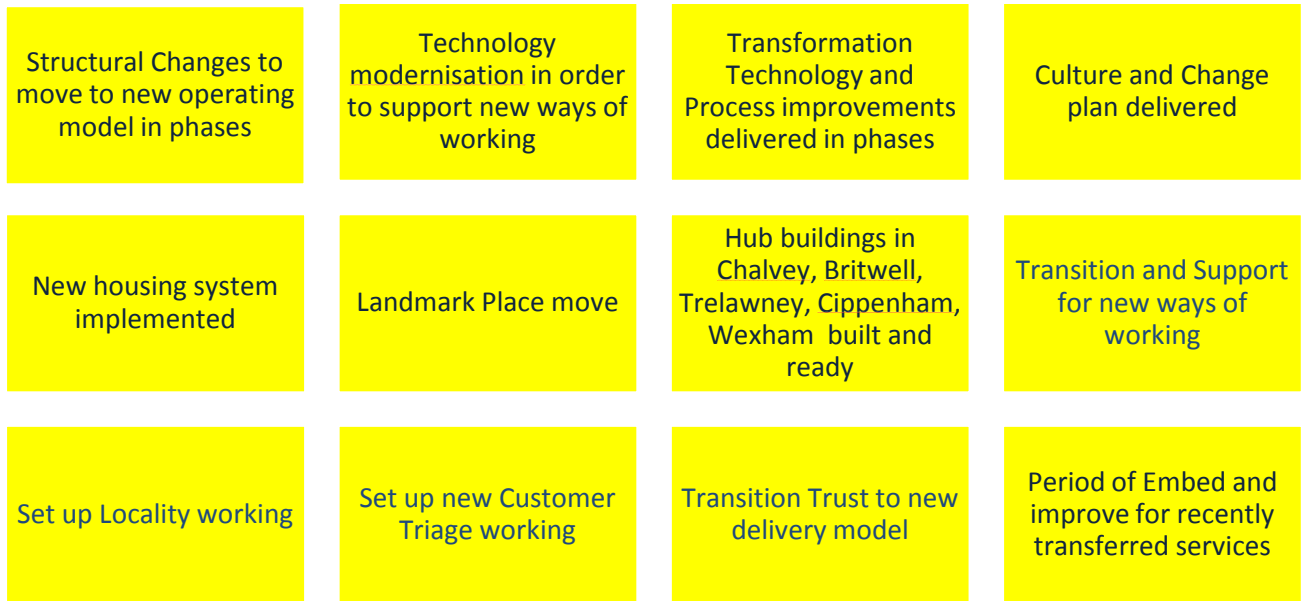


Figure 36: Phase B programme outputs

Phase C

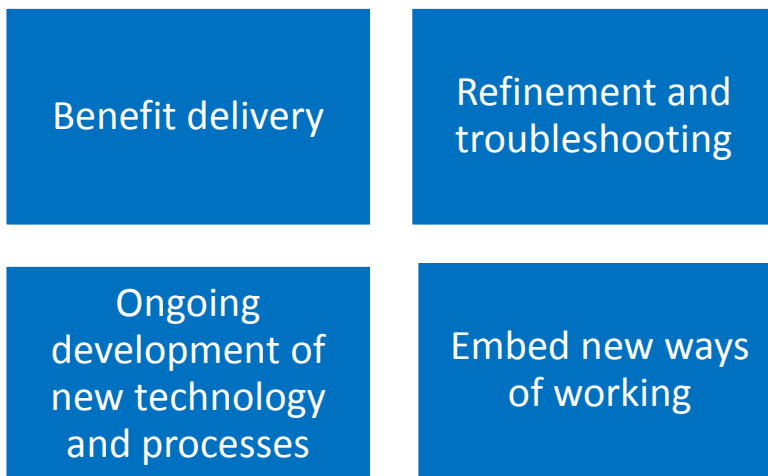


Figure 37: Phase C programme outputs

b. Programme structure and high-level plan

We have proposed a programme with seven workstreams that continue through all the phases. Each workstream will require implementation resources which are modelled in Section 6. The workstreams are:

- **Programme management** - ownership of the overall programme plan; management of dependencies between workstreams; risk management; programme communications and governance.

- **Accommodation** - Managing all aspects of accommodation build, design and moves.
- **Operating model and benefits management** - vision; high-level and detailed design; organisational structures; alignment of other workstreams to operating model assumptions and design principles; benefits mapping and tracking.
- **People** - HR policies; job descriptions and person specifications; consultation pack and process; recruitment process; managing redundancies.
- **Customer Experience and Process Redesign** - engage customers in redesigning services and processes; establish standards for the online customer experience; develop and manage process redesign sprint plan; specify business analysis approach; deliver new process maps; configure and build new forms and processes with support from technology; collaborate with Culture and Change on transition and ways of working changes.
- **Technology** - specify, procure & implement technology; system and data migration; system integrations; technical input and support of process redesign and build.
- **Culture and Change** - develop target culture and change plan; set up change network; lead culture change activities; lead transition planning.

A high-level plan has been developed reflecting the phasing, structure and resources described in this business case. An extract from the plan is shown below with the full version available at [Appendix H](#).

High Level Implementation Plan		Phase A											
		2019											
Workstream	Activity	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		
Programme management	Programme launch and staff communications												
Programme management	Detailed programme planning and refine overall budget												
Programme management	Governance, performance measures and reporting framework												
Programme management	Recruit and mobilise programme team inc key implementation roles												
Programme management	Arvato exit process												
Programme management	Monthly governance cycle												
Accommodation	Deliver council locality hubs												
Accommodation	Windsor Road HQ relocation												
Accommodation	Landmark Place exit												
OM design and benefits management	Review all key component strategies and develop/align												
OM design and benefits management	Engage partners in new council design												
OM design and benefits management	Refine non financial benefits and set targets and measures												
OM design and benefits management	Design Children's Service Trust delivery and operating model												
OM design and benefits management	Design customer, locality and community												
OM design and benefits management	Design support services including admin												
OM design and benefits management	Design strategy, commissioning and procurement												
OM design and benefits management	Design commercial, delivery units and major projects												
OM design and benefits management	Identify opportunities for early locality benefits												
OM design and benefits management	Review non-staff spend / identify additional efficiency opportunities												
OM design and benefits management	Develop team purpose, role and vision and role families/descriptions												
People	HR policy and process review in preparation for restructure												

Figure 38: Implementation Plan Extract

6. Implementation Costs and Payback

a. Implementation team

Any organisation embarking on a significant transformation will require a range of additional resource for implementation. An initial assessment of what SBC needs is described below. The implementation team will be drawn from a mixture of:

- existing staff who are seconded
- some contract roles on fixed term salaries or day rates to add capacity and fill skills gaps
- expert transformation consultancy in key roles to support the delivery of the model and benefits
- specialist roles from IT suppliers as part of the costs described in WP4.

It is important to note that forming, mobilising and governing a transformation team of this size will be a significant change for the organisation, and attention will be needed in phase A to ensure the team is successfully set up.

Some roles will be required through all phases of the programme, whilst others will be specific to a phase. Figure 39 below shows the structure of the proposed implementation team with a larger version at [Appendix I](#).



Figure 39: Implementation Team Structure

b. Implementation investment and payback

Implementing a full council change will involve a significant investment. The technology costs, both one-off new software purchase and implementation costs and recurring costs of hosting, licensing and supporting new software are already included in existing SBC budget provisions and planning and are therefore not included below. The other costs are:

- Implementation team - one off costs of the implementation team shown above, including additional fixed term resources, consultancy support and backfill for seconded roles.
- Redundancy - an estimate of one-off redundancy costs. The figure included is cautious and the actual figure could be lower.

These costs are shown in Figure 40 below.

Costs	Forecast costs					5 YEAR TOTAL
	2019 - 20	2020 - 21	2021 - 22	2022 - 23	2023 - 24	
Implementation team	£1,600,000	£2,100,000	£500,000	£0	£0	£4,200,000
Redundancy	£450,000	£900,000	£450,000	£0	£0	£1,800,000
Total	£2,050,000	£3,000,000	£950,000	£0	£0	£6,000,000

Figure 40: Estimated additional programme costs

The gross efficiency savings over a five-year period are shown in Figure 41 below. The total five-year gross saving amounts to of £15.5m of cashable savings. No assumptions are included regarding the non-cashable savings (e.g. increased customer satisfaction).

	Revenue Savings by Year					5 YEAR TOTAL
	2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	
Assumed operating model savings in the MTFS	-£1,000,000	-£1,500,000	-£1,500,000	£0	£0	
Cumulative cash savings	-£1,000,000	-£2,500,000	-£4,000,000	-£4,000,000	-£4,000,000	-£15,500,000

Figure 41: MTFS savings from the new operating model

The profile of the revenue costs and savings enables the council to meet its MTFS target and, as shown in Figure 43 below, means a return on investment within 2-3 years. In addition, our analysis shows that further stretch target savings are likely which can be secured for reinvestment in the Council's long-term sustainability through further work within the programme.

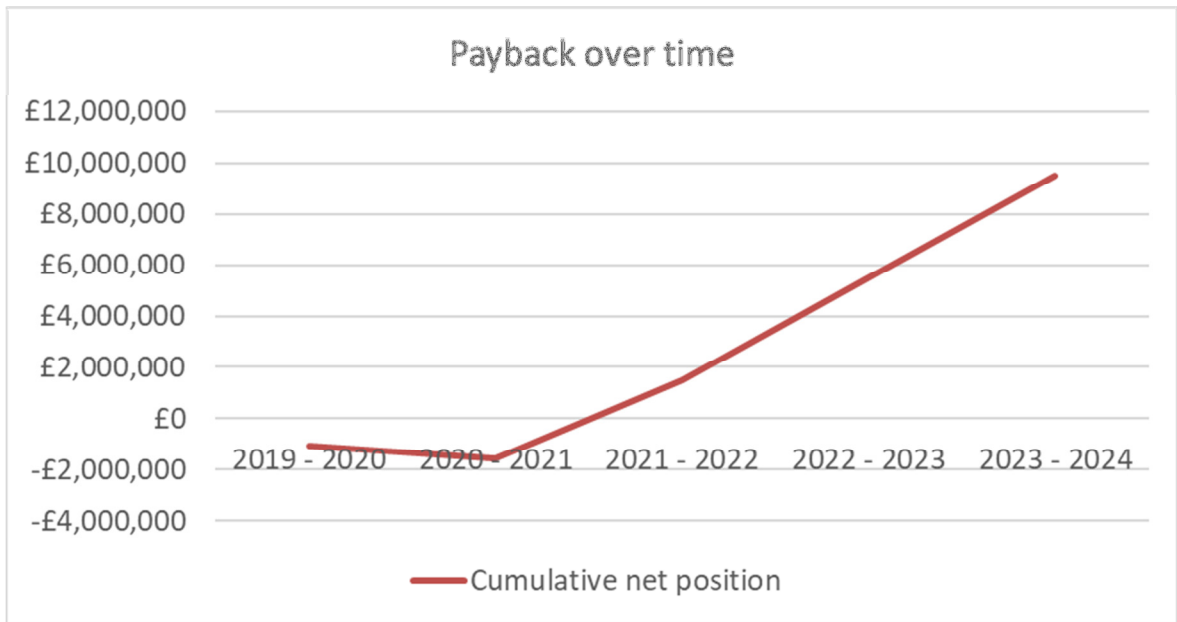


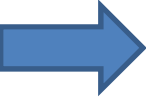
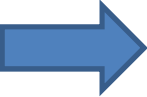
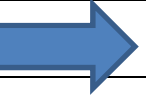
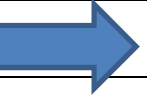



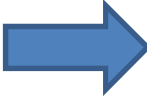
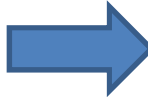



Figure 42: Payback graph showing return on investment



7. Appendices

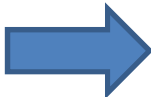



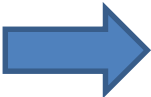
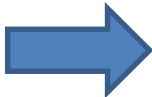
Appendix A: Maturity Assessment Questionnaire


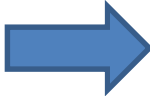
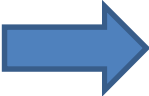
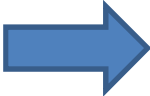
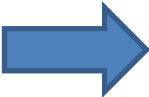
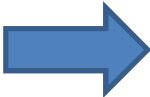
Theme	Low Maturity					High Maturity	
	1	2	3	4	5	6	
Demand management	1. Is priority given to understanding and tackling the causes of high service demand, for example by root cause analysis, early intervention and prevention work, campaigns to change behaviour or enabling communities to help themselves?						
	This work is unimportant and members perceive it negatively as an attempt to get customers to do our work. There are no roles doing this.		There are pockets of good practice around the organisation but they are not driven by strong central strategy and lack impact. There are roles that do a bit of this work, but it is not their main focus.				This work is given a high priority, is part of service planning and we have roles that really focus on this. It is coordinated, aligned, and monitored to maximise impact.
	2. Is there excellent, joined-up planning and communication across all services to shape demand?						
	There is no joined-up planning and we create problems through poor communication e.g. customer services are the last to know what other services are doing and have to deal with the fallout.		We are good at communicating about major service changes but this is left to the services to lead without any central co-ordination. Attempts to shape demand are ad hoc rather than strategically planned.				Yes - services work closely together, and with customer services, strategy and comms teams and partners, to co-ordinate activity and manage demand in line with agreed targets.
3. Is written communication (web, leaflets, letters, emails) clear, concise and relevant to customers' needs, enabling them to answer their own questions and understand what they need to do?							
Customers often can't find or understand the information		There is a corporate commitment to Plain English but there is little training or				We always follow best practice writing guidelines	







	they need to and then call or visit us. We produce poor, inconsistent written communications.	enforcement. Attempts to simplify web pages, letters etc have been ignored by some services and lacked impact.	and work with customers, e.g. via focus groups, to understand their needs and check comms with them.
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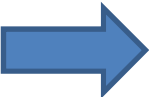
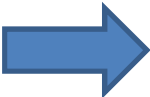




Theme	Low Maturity					High Maturity
	1	2	3	4	5	6
Channel shift	4. Is it easy for customers to find and complete the highest volume transactions online, with a simple and consistent user experience?					
	The website is cluttered and top tasks are hard to find by searching or browsing. Customers have a very inconsistent online experience with multiple websites and logins.		The website has been simplified in recent times and top tasks are easy to find via searching or browsing. There is some inconsistency of look and feel across multiple websites/portals.			All digital services are informed by customer testing / feedback and have a consistent, simple look and feel, directed by corporate standards. Authentication is easy and the same for all services.
	5. Can customers do everything they need to online, e.g. checking accounts/balances, reporting, applying, paying, booking?					
	No - there are significant gaps in our online services and customers often have to phone, visit or send something by post.		Most simple transactions can be done online but some gaps exist, e.g. some services only offer PDF forms, some accounts cannot be viewed, direct debits cannot be set up.			Customers can access and do all they need to online without asking for help. We send them progress updates by text/email if they want.
	6. Is every opportunity taken to encourage customers to self-serve?					
Most customers call or visit us and rely on paper applications and requests. We don't encourage self-service much.		Some services have run campaigns but we miss opportunities to encourage self-service e.g. nudges when customers are waiting on the phone or encouraging them to go online when we talk to them.			We run campaigns to promote digital channels, customers using other channels are always prompted to go online and we provide mediated self-service where needed.	
7. Is there political/senior support to actively incentivise or require customers to self-serve?						

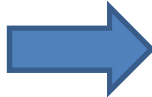

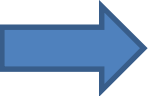



Theme	Low Maturity					High Maturity
	1	2	3	4	5	6
	<p>It is unacceptable to make some services online only. Answering the phone is considered more important than channel shift. Automation (e.g. voice recognition) is unpopular.</p>		<p>Channel shift is monitored and measured. Some services are online only but many still have paper forms. Automation is acceptable but members like a human option to always be easily available.</p>			<p>We have strong political support to incentivise customers to go online, e.g. by lower fees or reducing availability of traditional channels. We have entirely automated some services.</p>







Theme	Low Maturity					High Maturity	
	1	2	3	4	5	6	
Efficiency	8. Can customer service teams handle most incoming enquiries and requests for all services, supported by modern technology?						
	No - they have little or no data on the customer and poor access to service information, resulting in many enquiries being transferred to specialists.		Yes, but the information and technology is limited so some calls get passed on unnecessarily. Service information is in different places and formats. There is a basic CRM system but it is not linked to data held in back office systems.		Yes, they have a single, searchable, comprehensive source of service knowledge and a single view of the customer pulling in key data from many back office systems.		
	9. Is electronic workflow used to send all new cases and tasks to teams, enable managers to track the progress of all work from start to finish and generate live performance data?						
	Teams and individuals receive and move work about in different ways. Managers have no single view of progress and performance across their team.		Some teams use workflow to receive, allocate and track work. Many teams have not adopted workflow and some that have it have not fully embraced it.		There is a single corporate workflow system to manage all tasks and casework. Managers can track progress in real time, see overdue work and reallocate it if people are absent or overloaded.		
	10. Are systems well integrated to support slick flow of work across the organisation and to eliminate physical handoffs, rekeying?						
	No - requests from customer services and online mostly come via email and are rekeyed into back office systems.		Some requests can be processed without copying data from elsewhere but rekeying from emails and copying data between systems still happens.		There is a high level of system integration allowing a smooth flow of work and minimal rekeying of information.		
	11. Is electronic document management well-adopted throughout the business, so staff use only electronic case files?						


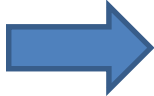




Theme	Low Maturity					High Maturity
	1	2	3	4	5	6
	No - we rely on paper case files which get passed around between staff. Post is physically delivered and most staff have to come into the office every day.		Some teams fully embrace electronic document management and have no paper files; some mix electronic and paper and others rely fully on paper. Some post is scanned but not all. Some staff can work from home most of the time.			Yes, this is part of the established culture. Case files are electronic, the digital mailroom scans most post and information is available irrespective of location.
12. Can staff pick up and complete tasks on site/out in the field using mobile technology, without visiting or calling the office?						
	No - staff must either come to the office or phone to pick up, update or close tasks.		Yes, but it's limited, e.g. mobile access to email and calendars via smartphones is possible but access to case data, documents or customers is not.			Yes - we can access most of the data using mobile tools in the field that we can in the office.
13. Are business processes simple, efficient and easy with as few steps as possible and automated wherever possible?						
	There is scope to significantly simplify and automate our processes. We have done things the same way for many years.		Some processes have been reviewed and improved in recent years (e.g. lean reviews) but this has not been done for all services and levels of automation are low.			Processes are as simple as possible and we use advanced robotic and workflow automation to minimise manual tasks.

Theme	Low Maturity					High Maturity
	1	2	3	4	5	6
Organisation	14. Is there a highly regarded and empowered customer services team acting as the first point of contact for all services?					
	Customer service staff are seen as low skill and they are not entrusted or empowered to handle contact for much of the business.		There is a central customer services team that can deal with most calls for some services, but just act as a switchboard for others. Some services do not trust the team to support their customers.			Yes - we value and reward this team. We invest in their development and trust and empower them to manage contact and make appropriate decisions for all services.
	15. Do specialist team members deal with only the most complex cases, supporting less-specialist roles to pick up routine cases & transactions?					
	Specialist staff seek to hold onto all work for both simple and complex cases, including routine calls, basic checks, fact-finding and applying simple business rules.		Specialist staff selectively allow less specialist case work to be carried out by others, depending on personal preference and workload. They will offer limited support and mentoring where required.			Specialist staff try to focus only on high skill and knowledge-based work requiring their judgement, mentoring other roles to pick up as much routine case work as possible.
16. Is the organisation flexible and resilient with a multi-skilled workforce?						
Single points of failure are common and we struggle to cover work when key people are away. We lack flexibility and do not share skills.		There is some multi-skilling e.g. in customer services but this is limited to just a few teams. Most job roles are quite specific and narrowly defined.			Most job roles are broadly-defined to create a flexible workforce. We build resilience by sharing knowledge and skills widely.	
17. Are staff able to work from a range of locations (hot desks, partner offices, home) without losing efficiency?						

Theme	Low Maturity					High Maturity
	1	2	3	4	5	6
	Staff are mostly office-based at fixed desks, using PCs. Few people work from home due to a lack of trust and/or technology.		Home working is common, but some managers lack trust and discourage it. Remote working technology is reliable. Most staff have a fixed desk in the office.			Remote working is common and part of our flexible, trusting culture. Most staff hot desk in the office and we manage by output, not attendance.
18. Does the organisation structure minimise the layers of management and empower staff?						
	There are many layers of management and senior managers seem distant. Poor communication and micro-management is common. Staff rarely feel empowered to make decisions.		Some teams have many management layers, other are flat. Some managers are great at communication and empowering staff but others much less so.			There are few management layers, staff feel trusted and empowered and communication is good. The senior team are accessible and well-connected with all levels of the organisation.
19. Do management appointments prioritise excellence at managing people, performance and budgets?						
	Managers are usually the most technically experienced in their service and lack management skills. Managing performance isn't prioritised and 121s and appraisals are missed.		Most managers have attended internal or external management courses and track team performance but individual performance management is often poor or absent.			We employ management experts in dedicated roles that focus on managing people, performance and budgets. Good management skills are recognised and rewarded.

Theme	Low Maturity					High Maturity	
	1	2	3	4	5	6	
Strategy, performance and governance	20. How well does the Council Plan define clear strategic priorities and relevant outcomes which are linked to team and individual plans?						
	The Council Plan fails to define priorities, outcomes and targets for success. There is no 'golden thread' through team and individual plans; staff cannot see how their work supports council priorities.		The Council Plan establishes outcomes and targets but these are more relevant to some services than others and do not always follow from clear strategic priorities. The performance management framework fails to create a 'golden thread' for all.		The Council Plan sets out clear priorities linked to specific targets and outcomes. These run through to service and individual plans. People understand the value of their work and how it contributes to our overall target outcomes.		
	21. How well are individual and service plans monitored to ensure that performance is improving in line with strategic priorities and outcomes?						
	We do not consistently produce or refer to individual and service plans and we seem unable to understand or improve poor performance in many areas.		We monitor key targets and indicators and performance is improving in most priority areas, but there are pockets of poor performance that we consistently struggle to deal with.		We closely track progress and performance against our priorities and plans, adjusting them to stay on track and we are improving in line with all our targets.		
22. Do members review priorities and performance regularly through a strong corporate governance cycle, making clear strategic decisions, including decisions to reduce or stop services?							
The governance cycle does not give members the information needed to drive timely decision making. Difficult decisions are not made, due to lack of information or lack of will.		We monitor financial and service performance regularly through the cabinet/committee cycle, but some strategic decisions are made based on poor information or short-term thinking.		Members are engaged through a strong governance cycle, they receive good information at the right time and use it to review performance and make strategic decisions, including decisions to reduce or stop services.			

Theme	Low Maturity					High Maturity	
	1	2	3	4	5	6	
Commercialisation	23. What is the organisation's view about adopting a commercial approach?						
	We don't think of ourselves as commercial; we are here to deliver public services, not make money. We are unwilling to take risks on commercial ventures.		We would like to increase revenue but are cautious about risk and reputation. The business case would need to be strong with little risk of adverse publicity.				Our commercial culture and outlook is reflected in our strategy and how we manage costs and income. Members will take financial risks if the business case is sound.
	24. How well does the organisation understand the scope, options and opportunities for commercial activities?						
	This is not an area to which we have dedicated time, effort or investment to date.		Pockets of commercial activity have evolved despite no real commercial strategy.				We fully understand our commercial opportunities, having sought input from staff and members and looked at practice from elsewhere.
25. Have you been successful in recruiting and retaining commercial expertise and delivering a range of commercial projects and services?							
We have no commercial expertise or track record and would struggle to recruit commercial talent from the private sector.		Our commercial ventures have been modest and delivered through traditional council teams and roles. Our rigid public-sector pay and grading regime is a barrier to recruiting commercial talent.				Our flexible pay and grading scheme responds to market forces. We can recruit people with commercial skills and experience who help us generate significant income by developing new products and services and identifying investment opportunities.	

Theme	Low Maturity					High Maturity	
	1	2	3	4	5	6	
Commissioning	26. How strategic is your approach to commissioning services?						
	Commissioning is not a corporate priority. We don't understand or monitor external spending closely. Contracts are often renewed without proper market testing.		We know our key external contracts, have a forward plan of procurements and service managers lead this activity. The number and type of contracts rarely change.				Our strategic approach uses category management and a close understanding of the market to identify opportunities to save or improve.
	27. How strong is your track record of effective and, where appropriate, innovative commissioning to deliver strategic outcomes?						
	We rarely commission services, and external contracts often fail to deliver the expected benefits.		We are good at commissioning services that are commonly delivered externally (e.g. waste, repairs, maintenance) but rarely try anything new.				We confidently combine commissioned and in-house delivery, using special purpose vehicles, trading companies and contracts as needed to deliver outcomes and value.
28. Are you getting value for money from your commissioning and contract management activity?							
Contracts are often poorly managed and we pay more than we should, especially where external spend is spread across departments or fluctuates in respond to demand.		Most contract managers do a good job of holding contractors to account. But we micro-manage some areas of spend and fail to realise savings opportunities in others.				Our contracts perform well and evolve to meet changing needs. We empower frontline staff to spend money to meet customer needs now if it will save money in the longer term. We achieve savings even in spend that is spread across departments.	

Design Principles - foundations

Clear accountability for statutory duties

Ensure there is clear accountability for our statutory duties and for keeping people safe, that is understood by staff, members and the public

Establish golden thread

Ensure that there is a golden thread from the council's strategic objectives, through to service plans and the delivery of services where everyone understands how what they're doing contributes to the council strategy

Delivery in partnership

Build strong partnerships and use co-production approaches to enable a system-wide approach to service delivery

Take a commercial approach

Take a value for money and commercial approach when designing services to maximise both efficiency and opportunities to increase income and add value

Design Principles – team and workforce design

Right staff in the right place

Align teams and roles to the core pathways so that they make sense to people and enable high-quality and consistent service delivery by the right staff, in the right place at the right time.

Deliver services locally

Embed service delivery in the community through a locality approach that means people can access services where they live and services are shaped by a deep understanding of local needs

Resilience and agility

Build a resilient and flexible workforce that can adapt to changing circumstances, working wherever it best suits the customer and organisation

Common purpose and shared identity

Embed a common purpose and shared identity across the council focused on realising the vision and case for change

Design Principles – person-centred design

Use data and insight to improve

Use customer data and feedback to drive insight, service design and improvement.

Consistent journeys and pathways

Redesign processes with the people at the centre, standardising key elements, simplifying and automating stages where it adds value, creating consistent processes across the council.

Digital by default

Design digital services that make it easy for people to do it online, providing support and alternative access options for those that need it.

Resolve first time

Address issues at first point of contact through well-informed customer-facing staff and a 'Tell Us Once' approach where we collect information only once.

Design Principles – fostering independence

Focus on people's strengths and experience as well as their needs

Ensure people are well informed
Tell people what they are entitled to, what to expect, how we use their data and keep them informed about progress using up front information, advice and checks and sending automatic updates based on their preferences

Proactively manage demand

Shape service demand by designing effective and coherent early help and prevention into the system

No one is left behind

Design services that improve equality and fairness, so that no one is left behind

Appendix C: Activity analysis glossary

The table below details each of the To Be activities used in the activity analysis. The descriptions are not exhaustive but offers examples and insight to each activity type.

To Be Activity	Description
Leadership, management & supervision	<ul style="list-style-type: none"> Leading, managing, team leading or supervising staff activity
Strategy & policy	<ul style="list-style-type: none"> Development of the corporate plan and target outcomes Developing or inputting to strategies based on political aims & council/community need Writing strategy and high-level policy Input of functional/professional knowledge into development or changes to policies Customer and community engagement strategy development
Corporate performance management	<ul style="list-style-type: none"> Designing, developing and supporting the council's overall performance framework including the service and financial planning process Designing KPIs and useful measurements Internal, industry and external benchmarking Gathering/analysing/presenting information on corporate targets Designing interventions and initiatives to improve performance
Corporate governance & compliance	<ul style="list-style-type: none"> Activity that ensures that the organisation is running effectively and in accordance with council rules and policies Analysis of risk, resources and roles, monitoring council processes and decision making; how rules and actions are achieved and held to account throughout the process
Strategic/corporate programme delivery	<ul style="list-style-type: none"> Managing or supporting corporate programmes & projects that sit outside of 'business as usual' to deliver specific council targets e.g. construction of a leisure centre to achieve a health-related target Project management and PMO activity on corporate programmes
Commissioning, clienting & contract management	<ul style="list-style-type: none"> Designing and commissioning the delivery of services either internally or externally Procurement of services through tendering or competitive bidding Implementing frameworks through which services can be procured Creating, executing and managing performance of corporate contracts

	<ul style="list-style-type: none"> • Clienting services delivered by external organisations; using expertise to ensure standards are appropriately maintained
Communications, marketing & engagement	<ul style="list-style-type: none"> • Providing communications, marketing, social media or media work to internal and external customers • Designing initiatives to engage with customers and gather insight • Liaising with PR companies • Strategic marketing, brand promotion, communications plans, campaigns aligning messages and themes
Democratic support & elections	<ul style="list-style-type: none"> • Managing the running of elections and the democratic processes • Planning the strategy for elections, including resourcing and logistics • Providing member training • Supporting members, committees and hearings
Community/customer enabling	<ul style="list-style-type: none"> • Preventative activity • Delivering initiatives that empower communities to take control of their own issues and create solutions - resulting in reduced or reshaped demand for public services. For example: training/education for licence holders to prevent future breaches; activity to strengthen communities and reduce local environmental and social problems • Advising, supporting, educating or intervening earlier in the lifecycle of a potential problem • Community engagement activities
Triage	<ul style="list-style-type: none"> • Dealing with customer requests that are quick to resolve (i.e. take less than 15 minutes) • Resolving other straightforward customer queries by phone, face-to-face, web or email • Forwarding more complex cases to relevant officers or passing calls to other departments • Directing customers to self-service channels (e.g. Online) • Assisting customers with self-serve options (e.g. a mediated approach)
Specialist triage	<ul style="list-style-type: none"> • More complex triage in 'people' services. • Requires degree of judgement and ability to assess risk and determine which of pathways or next steps is most appropriate.
Mobile/locality working	<ul style="list-style-type: none"> • Day-to-day activity that is based out in the community or a locality e.g. resolving problems on the ground, monitoring standards, compliance, enforcement, enabling, prevention and site visits • 'In field' support to teams back at the office
Specialist locality	<ul style="list-style-type: none"> • Case work in people services where there is a good reason for being

working	locality based e.g. to be closer to the customer and community or to facilitate multi-disciplinary and/ or multi- agency working
Service processing (transactional/ admin)	<ul style="list-style-type: none"> • Generic non-service specific administrative and support activities e.g. payments, invoicing, confirming appointments • Chasing customers for further information/documentation • Case administration, updating back office accounts
Rule-based cases, accounts & assessments	<ul style="list-style-type: none"> • Case or account work that requires service specific knowledge but is mainly rules-based e.g. straightforward applications for planning, benefits, financial assessment • Maybe handled by drawing on the expertise of a specialist/ complex case worker (as opposed to handing the case over to a specialist) • This activity usually includes following a set of rules to guide through the processing
Complex casework	<ul style="list-style-type: none"> • Management of complex or contentious customer that require significant professional expertise to make a judgement or decision
Specialist advice	<ul style="list-style-type: none"> • Providing expert input/advice to help customers, colleagues, members and partners • Professional oversight and QA of how ‘technical’ work is delivered across the council
Internal triage	<ul style="list-style-type: none"> • Resolving internal customer queries by phone, face-to-face, web or email and dealing with straightforward service requests • Forwarding more complex casework to relevant officers • Directing internal customers to self-service channels via the intranet or portals
Internal service processing	<ul style="list-style-type: none"> • End-to-end handling of straightforward internal customer cases • Chasing stakeholders for further information/documentation • Case administration and updating back office accounts e.g. processing applications, requests, reports, payments, permissions and inspections • This activity usually includes following a set of rules to guide through the processing
Internal specialist	<ul style="list-style-type: none"> • Management of complex or contentious internal customer cases that require professional expertise to make a judgement or decision • Providing specialist or expert input and advice to customers, colleagues, members and partners • Professional oversight and QA of how ‘technical’ work is delivered in support areas of the council (e.g. HR, finance, legal etc)
Service delivery	<ul style="list-style-type: none"> • Delivery of core services out in the community e.g. collecting refuse,

sweeping streets, leisure centres, museums, art galleries, domiciliary care, schools

- Any office-based administrative work that supports delivery of these core services is better defined by one of the above options e.g. collecting a missed bin would be service delivery, but the processing of the missed bin phone call and passing to operatives would usually be triage
- These services are typically dealing with a high volume of customers in a less personalised way i.e. collecting all the bins on a round as opposed to handling an individual customer's housing application

Appendix D: Proposed processes for redesign by current directorates

Adults and Communities: 56 out of 211 processes prioritised

Enquiry / Information Based (Phase A)

- Find care providers in the area
- Enquiries about libraries and library services
- Find occupational health services
- Enquiries about specialist equipment for disabled people
- Find social activities for excluded or vulnerable people
- Enquiries about care needs assessments
- Enquiries about social care payments
- + 6 others (13 in total)

High Volume and/or High Opportunity (Phase B)

- Apply for adult social care and support (2)
- Registering births, deaths and marriages (4)
- Taxi licensing applications and renewals (9)
- Arranging a burial or cremation (3)
- Trading standards advice and concerns (3)

21 in total

Other processes

- Food business registration, safety and enforcement (4)
- Personal and premises licensing (15)
- Book a library computer
- Request (and pay for) food, health & safety advice
- Apply for a blue badge

22 in total

Number of processes not being redesigned

155

Children, Learning & Skills: 27 out of 80 processes prioritised

Enquiry / Information Based (Phase A)

- Enquiries about primary school places
 - Enquiries about secondary school places
 - Enquiries about school exclusions
 - Enquiries about school attendance
 - Enquiries about school transport
 - Enquiries about childcare costs and funding
 - Enquiries about children's centre activities and places
 - Enquiries about SEND support
- + 3 others (11 in total)

High Volume and/or High Opportunity (Phase B)

- Request an education, health and care assessment
- Apply for free school transport (2)
- Report a child missing school (2)
- Apply for funded childcare
- Book and pay for music classes (3)
- Request a SEND assessment
- Log a Capita ONE system service request

11 in total

Other processes

- Apply for free school meals (2)
- Book children's centre rooms and activities (3)

5 in total

Number of processes not being redesigned

53

Environmental Services: 14 out of 41 processes prioritised

Enquiry / Information Based (Phase A)

- Enquire about waste and recycling collections

1 in total

High Volume and/or High Opportunity (Phase B)

- Report a missed Collection - Refuse / Recycling or Green
- Book (and pay) for a bulky item collection
- Report flytipping and other street scene problems (4)

6 in total

Other processes

- Commercial waste collection (apply, missed, one off) (4)
- Apply (and pay) for Household garden waste collection
- Report damage to a waste container
- Book a clinical waste collection

7 in total

Number of processes not being redesigned

27

Regeneration: 74 out of 234 processes prioritised

Enquiry / Information Based (Phase A)

- View my rent account balance
- Enquiries about the housing register
- Enquiries on Right-to-Buy
- Enquiries about nuisance - noise/smell/light/smoke
- Enquiries about pest control
- Enquiries about disabled facilities grants
- Enquiries about leasehold service charges
- Enquiries about building control
- Enquire about planning applications and permission
- + 8 others (17 in total)

High Volume and/or High Opportunity (Phase B)

- Apply for council housing
- Report a housing repair
- Housing options and homelessness (2)
- Report flytipping and similar (3)
- Pay rent, manage arrears (5)
- Start, change or end a tenancy (3)
- Tenancy management and advice (3)
- Request advice as a private landlord
- Book (and pay) for a pest control visit
- Report a private sector housing problem
- Report anti-social behavior

22 in total

Other processes

- Report noise, animal or other nuisance (11)
 - Highways issues, licences and applications (10)
 - Planning and building control applications (9)
 - Report an issue with a commercially leased building
 - Apply for a land charges search
 - Apply to rent a garage
 - Apply for a DFG
 - Apply to purchase under RTB
- 35 in total

Number of processes not being redesigned

160

Finance and Resources (External): 42 out of 64 processes prioritised

Enquiry / Information Based (Phase A)

- Enquiries about business rates
 - Enquiries about council tax
 - Enquiries about reminders and summonses
 - Enquiries about overpayments and balances
 - Enquiries about benefits and entitlement
 - Enquiries about Universal Credit
 - Enquiries about voting and elections
 - View benefits account online
 - View my Council Tax/NNDR bill and information on line
- 9 in total

High Volume and/or High Opportunity (Phase B)

- Report a move into, out of or within the area
 - Apply for housing benefit/CTR
 - Apply for (or renew/replace) bus passes (2)
 - Housing benefit overpayments (3)
 - Bill, pay and collect council tax and business rates (3)
 - Report a change of circumstances (3)
 - Apply for discretionary housing payment (2)
 - Register to vote (3)
 - Manage the electoral role (7)
- 25 in total

Other processes

- Apply for council tax exemption or relief (3)
- Apply for business rates exemption or relief (4)
- Register a new business for business rates and other services

8 in total

Number of processes not being redesigned

22

Finance and Resources (Internal): 38 out of 110 processes prioritised

Enquiry / Information Based (Phase A)

- Enquiries about finance issues
- Enquiries about payroll issues
- Enquiries about ICT issues

3 in total

High Volume and/or High Opportunity (Phase B)

- Recruitment process (from VCF to selection) (5)
- Report a change to an existing role (2)
- Report/request and manage leave, absence and time (3)
- Book & manage training (2)
- Request ICT support, hardware or software (5)
- Manage sundry debt (2)
- Purchase to pay process
- Request travel warrant/book train tickets
- Request a virement or journal transfer
- Manage new starters
- Manage staff leavers
- Manage ICT quotations and ordering

25 in total

Other processes

- Request information under FOI
 - Report accident, incident, near miss
 - Make a compliment or complaint about council services
 - Request a press release
 - Manage petty cash
 - Report and track a missing payment
 - Apply for flexible working
 - Investigate bullying, harassment or other grievance
 - Manage probation period
 - Request legal advice
- 10 in total

Number of processes not being redesigned

72

Appendix E: Core and Enhanced Technology Capabilities

Tier 0 - Customer Self Service

- Customers can easily find what they need online
- Customers have a consistent user experience for all online services
- Customers can apply for and report all significant services/issues online
- Customers can pay for any service online
- Customers can submit documents online, both at initial application and during a case
- Customers can view information about their cases and accounts online

Tier 1 - Customer Contact Management

- Calls can be queued and routed to automated systems and customer service advisors (CSAs), and customers get feedback and self-serve nudges whilst queueing
- CSAs can search by unique customer, property or case reference to find, view and update existing customers, properties or cases
- CSAs have easy access to a searchable knowledge base/scripts to help them answer 100s of enquiry types
- CSAs can view all case documents to assist them to help customers with enquiries about open cases
- CSAs can easily take payments for all services
- CSAs can create new cases and workflows

Tier 2 - Case Management

- Customers receive automatic updates via SMS/email when cases are created or updated
- All new case work is picked up from work trays/queues
- Trays/ queues provide a unified view of all work for a particular team, across the full range of services
- Work can move between queues based on rules or manual choice
- Work can be split into stages and both the overall case and individual stages can have target dates configured
- Managers can view live performance reports for teams, cases and individuals and overdue work is escalated
- Electronic case files are available from workflow/case screens
- Case workers can easily take payments for all cases

Tier 3 - Specialist

- Cases initiated online or by CSAs are created in specialist back office systems without rekeying data
- All documents created in specialist back office systems are automatically added to the full electronic case file



Tier 0 - Customer Self Service

- Customers authenticate once for all services requiring authentication
- Customers can report environmental issues from the location using GPS and online maps
- Customers can book appointments and resources online
- Customers can view a personalised summary of all their cases, accounts and services on one simple screen.
- Customers can self-serve via the telephone or other voice-based services for a range of tasks, e.g. payments, report a missed bin, council tax and rent balances

Tier 1 - Customer Contact Management

- Customers get simple requests/enquiries resolved by automated chat-bots without talking to a CSA
- Customers are authenticated whilst in the queue
- CSAs are automatically presented with customer records based on the caller's number
- CSAs can view a summary of the customers cases, accounts and services on one simple screen
- Customers receive updates via email or text informing them of service disruption, changes or to promote channel shift
- Customers can report issues and/or receive updates via social media

Tier 2 - Case Management

- Cases can be managed end-to-end via one corporate case management solution, without the need for separate back office systems, enabling easier and broader multi-skilling
- Case data is sent automatically to specialist back office systems via deep integrations to reduce processing time, rekeying and switching between systems
- Rules based casework (e.g. benefits processing) is fully automated using robotics

Tier 3 - Specialist

- Specialists work with a small number of core systems covering a wide range of functions, enabling maximum multi-skilling.

Strategy and Commissioning

- Senior managers and strategy teams can view all KPIs via simple dashboards and drill down into source data as needed
- Managers can analyse and forecast demand and plan resources
- Strategy and performance teams can analyse data using GIS to identify trends and hot spots

Appendix F: Current Slough Online Interfaces

<p>www.slough.gov.uk Council Tax Single Person Discount If you've received a Single Person Discount review form please complete it and return back to us. Or you can complete the Single Person Discount Review form online. Please note this form needs to be returned/submitted by 30 April 2019.</p> <p>BRIGHT FUTURES START IN EARLY YEARS</p> <p>Slough Early Years Service Register now to take up your free early education place for 2, 3 and 4 year olds.</p> <p>Pay it Council tax, Parking fine, Other council invoice, Housing rent, Set up direct debit, Fixed Penalty Notice (FPN)</p> <p>News 15 March 2019 Slough Gift, With Love Appeal Slough pupils, students and businesses are supporting people experiencing domestic violence, modern slavery and mental health issues and those trying to get back into the world of work with the</p>	<p>www.slough.gov.uk Search documents To search our archive of agendas and minutes for a specific document, please select from the details below:-</p> <p>Enter the words to find and click the Search button (required)</p> <p>Filter results by: Committee: All Between dates: Start date and End date (e.g. 24/03/2019) Document type: All documents Ward: (any)</p> <p>Democratic Services Latest Publications, Search Documents, Council Meetings, Constitution, Forthcoming & Recent Meetings, Petitions, Your Councillors, Forward Plans, Council Committees England, Parish Councils, Outside Bodies, Your MPs, Your MEPs, Document Library, Subscribe to Updates</p> <p>Public Consultations View details of public consultations and submit your comments online</p> <p>A TO Z OF SERVICES A B C D E F G H I J K L M N O P Q R S T U V W X Y Z</p>	<p>www.slough.gov.uk COUNCIL TAX Payment Please note - information on this page will time-out after 15 minutes of inactivity * = Mandatory Field</p> <p>Payment Type Payment Entry COUNCIL TAX Please enter the reference of the account you wish to pay BUSINESS RATES Reference * HOUSING RATES Amount (£) * RECHARGEABLE RFP SUPPORT PAYMENTS INVOICES HOUSING BENEFITS VENUE HIRE PITCHES HIRE MUSIC SERVICE SCHOOL ATTENDANCE</p> <p>Payment Review To modify a payment click the Modify link. To remove a payment click the Delete link To make a payment, click Pay. You will be redirected to a holding page while your request is processed. You will then be directed to the next step in the payment process.</p> <p>Account Type Amount (£) Description Reference VAT Pay Back to Top</p>
<p>www.slough.gov.uk</p>	<p>Modern.gov Committee Documents</p>	<p>Slough online payments</p>
<p>www.slough.gov.uk Slough Libraries Online</p> <p>My Library Login, Forgotten Your PIN?, Join Online, Renew</p> <p>Search Our Catalogues Full Catalogue, Online Resources</p> <p>About Us Locations & Hours, Contact Us, Library Fees and Charges, Library Services</p> <p>Help FAQs, How To...</p> <p>Parenting Books Par-time working mummy's a..., Practical parenting help, Raising girls in the 21st c., Achting baby in German a...</p> <p>Researching your Family Fabous family trees I write, A dictionary of family hist..., Tracing vitans and their..., Tracing your ancestors' li...</p>	<p>www.slough.gov.uk Slough Planning Online</p> <p>Web APAS - Planning Application - Search Criteria</p> <p>Home > Search Criteria To search by a specific address, please enter quotation marks around the address: for example, "123 High Road"</p> <p>General Detail Search Fields Please use * to be able to retrieve searches using partial application reference names (e.g. "PA", "PA", "PA") Planning Reference: Location: Proposal Description: Location and Proposal: Surname:</p> <p>Date Range Search Fields Date Registered From: To: Decision Date From: To: Final Grant Date From: To: Appeal Lodged Date From: To: Appeal Decision Date From: To:</p> <p>Area Selection Search Fields Area: Ward: Parish:</p>	<p>www.slough.gov.uk Slough Citizen Portal</p> <p>Home Login Register English/Cymraeg</p> <p>Don't have an account? Please register</p> <p>Email Address henrybranson@hotmail.com</p> <p>Password Login</p> <p>Forgotten your password?</p> <p>Welcome to the Slough Citizen Portal</p>
<p>Slough Libraries Online</p>	<p>Slough Planning Online</p>	<p>School Admissions</p>

Slough Borough Council

Slough Borough Council

www.slough.gov.uk

Home Services

Council tax single person discount review form

Section 1

Please note: you will only need to complete this single person discount (SPD) review form if you have received a letter from us titled 'Single Person Discount - Review'.

Please confirm if you have received a letter from us titled 'Single Person Discount - Review' *

Select...

Cancel Submit

Please view our [Terms and privacy policy](#). This site is powered by [Self](#).

Example Firmstep E-Form

www.slough.gov.uk

Self Service Home Page Welcome Guest! Sign In / Register

Sign In

Username

Enter the Sixth and Eighth characters from your password

Sign in

[I forgot my username](#)
[I forgot my password](#)

Register

Register an account in a few simple steps

Register Now

Reasons to register an account

Registering an account will enable you to access information or make payments for local authority services such as:

- Council Tax
- Housing Benefit and Council Tax Support
- Landlord
- Business Rates

Revenues and Benefits Portal

GOV.UK

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Departments Worldwilde How government works Get involved
Publications Consultations Statistics News and communications

Home > Business and Industry > Business regulation > Alcohol licensing

Alcohol licensing: personal licences

Documents relating to personal alcohol licences.

Published 26 March 2013
Last updated 1 December 2014 — [see all updates](#)
From: [Home Office](#)

For general enquires on personal-licences you should contact your Local Licensing Authority.

Forms and guidance to make a postal application for a personal licence. You can also read the [full guidance on alcohol licensing](#)

Documents

[Application for a personal licence to sell alcohol](#)
28 January 2019 Form

Some services refer out to Gov.uk

Slough Family Information Service
01753 476589

www.slough.gov.uk

Home Directory Local Offer What's On Feedback Sign in / register My Favourites

Keyword(s) Place name or postcode Search Help with search

Home / Sign in

Sign In

Email address (required)

Password (required)

Forgot your password?

Sign in

We respect your privacy and will not share your details. For more information please view our [Privacy Policy & Cookies](#) or [Contact us](#)

New user? [Create an account](#)

Contact Us | About Us | Accessibility | Privacy Policy & Cookies | Disclaimer

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Information

New User? [Create an account](#) on the Slough Family Service website if you are:

- A service provider and want to add your details to the site. This will allow you to maintain the information about your service and keep it up to date.
- A parent/carer of a disabled child and want to register their details on Slough Children's Disability Register

Sign in to your account to update details

Slough Family Information Service

www.slough.gov.uk

Slough Borough Council

My permit account

Email:

Password:

Create a new account Sign in to my account
[I've forgotten my password](#)

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Parking Permits

www.slough.gov.uk

Slough Borough Council

Current time: 14:25 Not logged on

Input login information

Login

Please read the instructions to the right (under the 'Instructions' title).

Card number:

Pin code (password):

Extend login time to web interface from 20 to 200 minutes.

Login

Instructions

Welcome to netloan reservation system. Please enter your card no and phcode. If you don't have a card no or don't remember your pincode please contact someone who knows.









Extend login expiration time
Once you are logged on you will be automatically logged off after twenty minutes of inactivity. You can extend the login time to ten times the normal time by enabling "Extend login time".



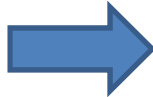

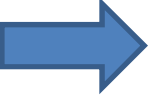

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Library Reservations

Appendix G: Culture and Change outputs

Change readiness questionnaire and feedback

Theme	Low Maturity					High Maturity	
	1	2	3	4	5	6	
Our readiness for this type of change	How well have we previously managed change?						
	Management of change has been non-existent. Either a) we fail to plan effectively, changes are ad hoc and uncoordinated, we fail to consider the wider impact of change and we do not achieve our target outcomes or b) nothing has changed in years.		We have had some success with organisation-wide changes. We do try to plan carefully but something big usually gets missed and we sometimes fall short of our objectives.				We lead the way with managing change and have lots of examples of doing it well. We plan holistically, considering all areas that the change will impact.
	Our capacity for change						
	We have no capacity left for this. We're already doing more than we can manage well.		It will be difficult to find the capacity but it can be done.				We can definitely do this – we have the capacity and can flex to accommodate what we need to do
	Our climate for change						
	We are weary of change – it has been constant and painful for years.		There will always be some staff that don't want change but a significant proportion of staff are up for it.				Most staff are up for this – let's go!
	Our capability for change						
We are weak in this area, we don't		It's a mixed bag – some aspects of change we do				We have all the change and project	

Theme	Low Maturity					High Maturity
	1	2	3	4	5	6
	have the skills and experience we need to manage change well.		really well but others just don't happen.			management skills we need to make this a great success
Our communication and engagement in this programme						
	Change project. What change project? It's hard for people to find out what's going on, to get involved and participate and the rumour mill is the main source of information.		Communication is prioritised at key moments e.g. when a project launches or when a restructure is about to start, but it is patchy and/or often too based on written communication e.g. email.			We are set up so that everyone understands and is engaged with change, and people already know this blueprint stage is in progress.
Sponsorship and leadership of change						
	We are not effective in this area at all. There is a lack of consistency in what our leaders say we need, the future vision is absent or unclear and some managers openly criticise the leadership.		There is a vision and the leadership seem to be united behind it, but it is unclear how they are going to achieve it, and don't always walk the talk.			Our leadership of change is world class – our leaders are inspiring about the vision and they visibly support the need to make changes to how we work
Foundations for change						
	There are too many problems and barriers we have to deal with before we can change e.g. basic IT fails regularly, our systems and policies are out of date and/or we don't have the money to invest in change.		Most aspects of the organisation are fairly stable, with a few key barriers to overcome or areas to invest in before making major changes.			We've got solid foundations in terms of technology, policies and people. There are no barriers we can't easily overcome

Change readiness feedback



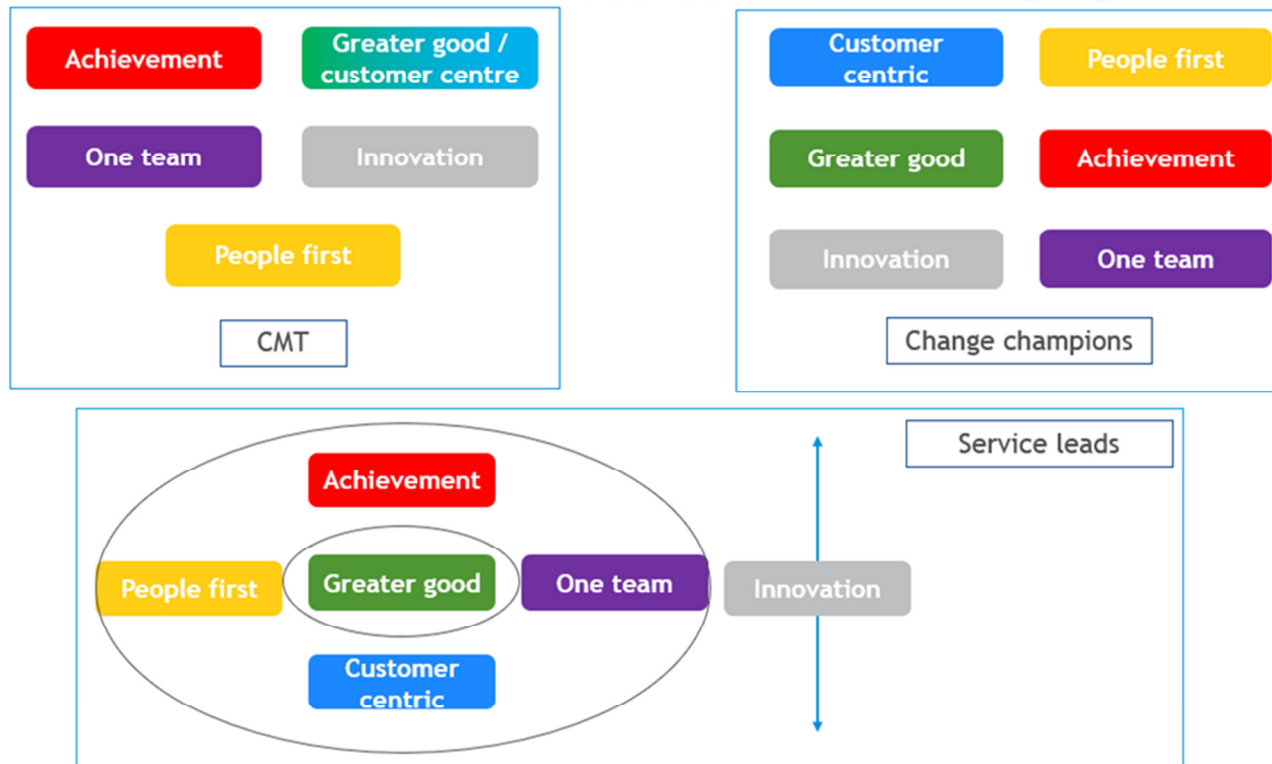
How well have we previously managed change?	Our capacity for change	Our climate for change
<ul style="list-style-type: none">• Been through a lot of change that hasn't been managed well• Lack of resources to do change• Did change in isolation and couldn't go further as didn't work for the whole organisation• Negative attitude to change in longer serving people• Top down approach to change• Often do good consultation and workshops but comments rarely seen reflected in end result• Often fall behind on deadlines (dragging feeling)• Everyone bought through the change at different rates	<ul style="list-style-type: none">• Have capacity but maybe not using it in the right way - need for smarter working• Already been some staff loss but no other change - resources are stretched• New IT will relieve some capacity• Mix across the organisation• Examples: New HQ, smart working	<ul style="list-style-type: none">• There has been a lot of upfront communication about the changes to come• One element progressing fast but without the change in IT and infrastructure to support it• Some change fatigue• Always a different story to the change - no golden thread• Lack in honest communication• Good engagement but not enough time to settle before next change• Too many restructures

Change readiness feedback



Our capability for change	Our communication and engagement in this programme	Sponsorship and leadership of change	Barriers to change
<ul style="list-style-type: none">• Difference in IT capability• Work with a lot of consultancies which suggests a lack of capability• Built knowledge and resilience over time• Mixed bag across the organisation - not using good knowledge to max. potential• Some of the resistance may suggest lack of understanding	<ul style="list-style-type: none">• Josie has shifted comms to be better• Introduction of change champions as a vehicle for comms is positive• Some service leads don't communicate messages - lack of consistency• Degree of engagement needs to be worked on• A lot of information sat with senior staff - needs to come down• Need to bring messages to life	<ul style="list-style-type: none">• Inconsistent• Are officer / politician leadership on the same page?• Members of CMT not on the same page	<ul style="list-style-type: none">• Timing of IT• Fear of change• Parking issue• Disconnect between timeline and implementation• Making different decisions• Culture• Those questions in this survey which scored low

Target culture by stakeholder group



Appendix I: Draft Slough Transformation Implementation Team

