

**Cabinet 15 April 2019**

**Transformation Programme  
Business Case**

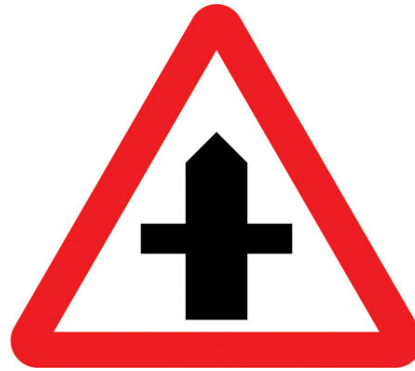
**Josie Wragg**

# 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.



# Crossroads



# Why (we need a transformation programme)

A transformation programme is necessary because the Council needs a new operating model to respond to:

- Continued financial pressures
- Rising demand for key services specifically in Social Care
- An increase in resident expectations around customer services in a digital age
- A desire to grow resilience and independence in our communities.



# Futureproof



# Why (we need a transformation programme)

Areas where financial efficiency can be generated includes:

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



# How (we need to change)

- We want to be a world class organisation
- We need to become efficient quickly – this will free up resources for us to invest as we need and 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.



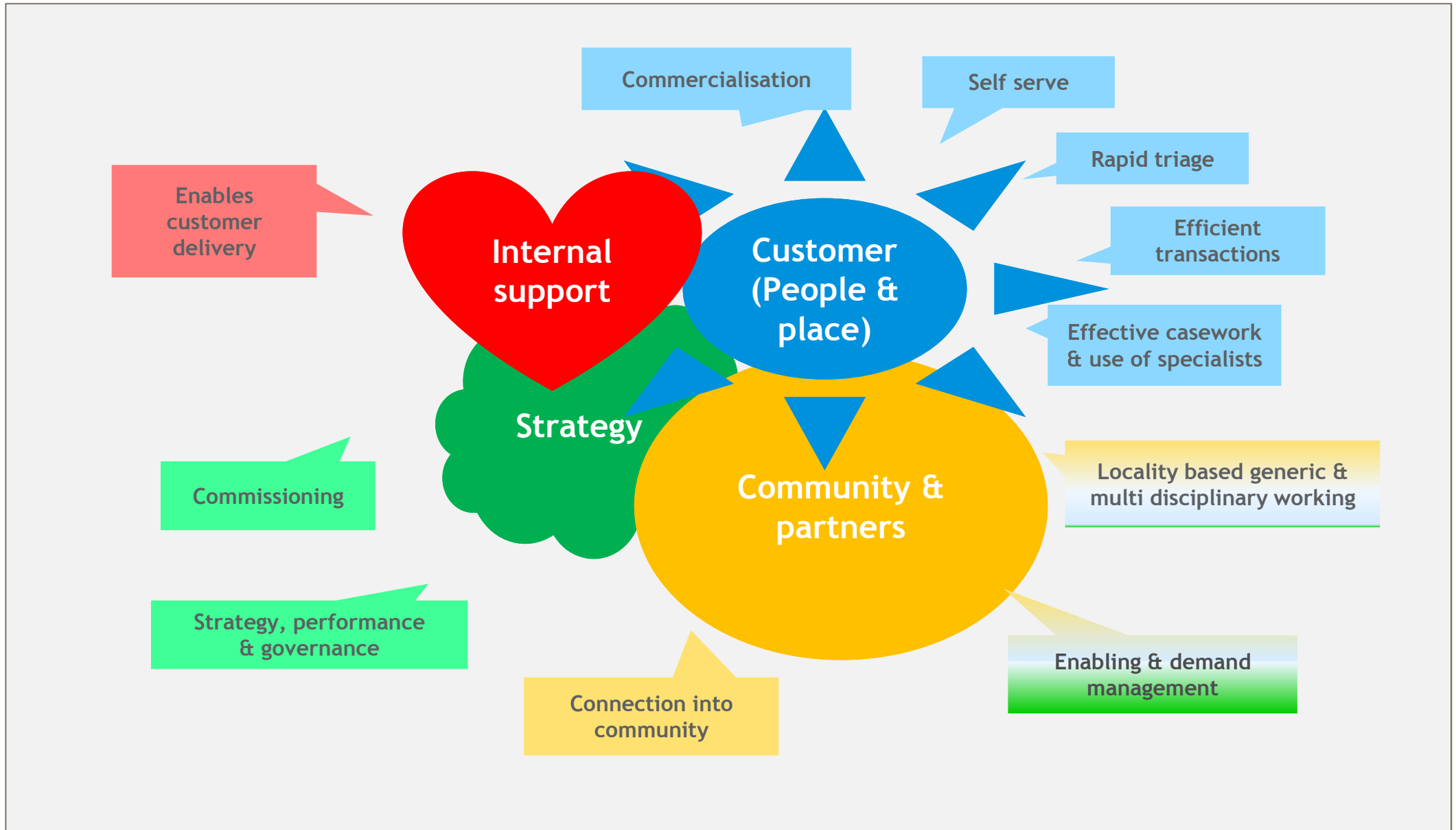
# What (change will look like)

- 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.

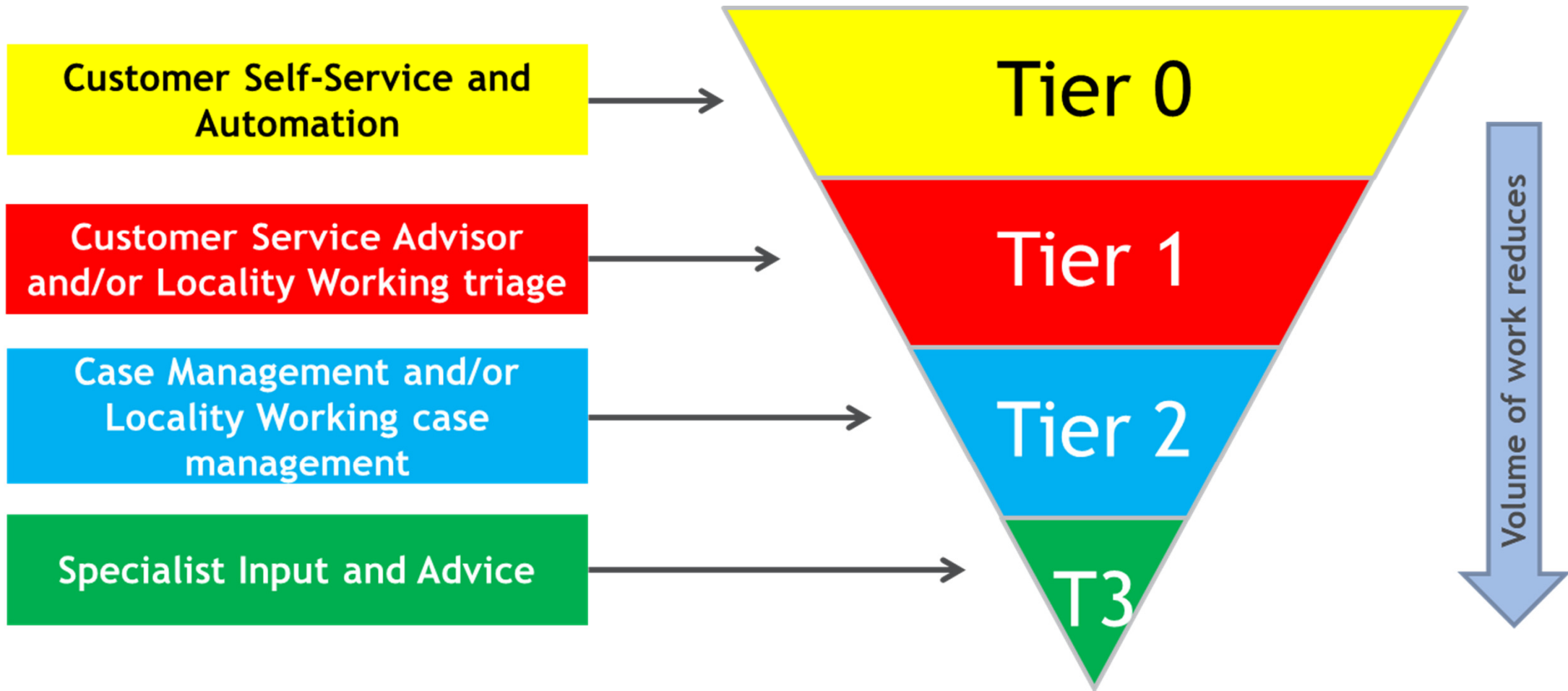




# Operating model – high level thinking (heart, brain, body)



# Activity tiers



# Housing repair



Multiple possible teams to contact e.g. council housing repairs, customer services, neighbourhood housing, complaints ...

Multiple possible channels - not sure which is quickest

Customer has to wait and/or is passed around. Inconsistent advice

No specific online form

**NOW**



Customer service empowered to make goodwill gesture or payment

If contractor fails to arrive customer services can check appointment on same system and remedy by contacting contractor and/ or rebooking

Single booking system for appointments with confirmation and reminder by email or text

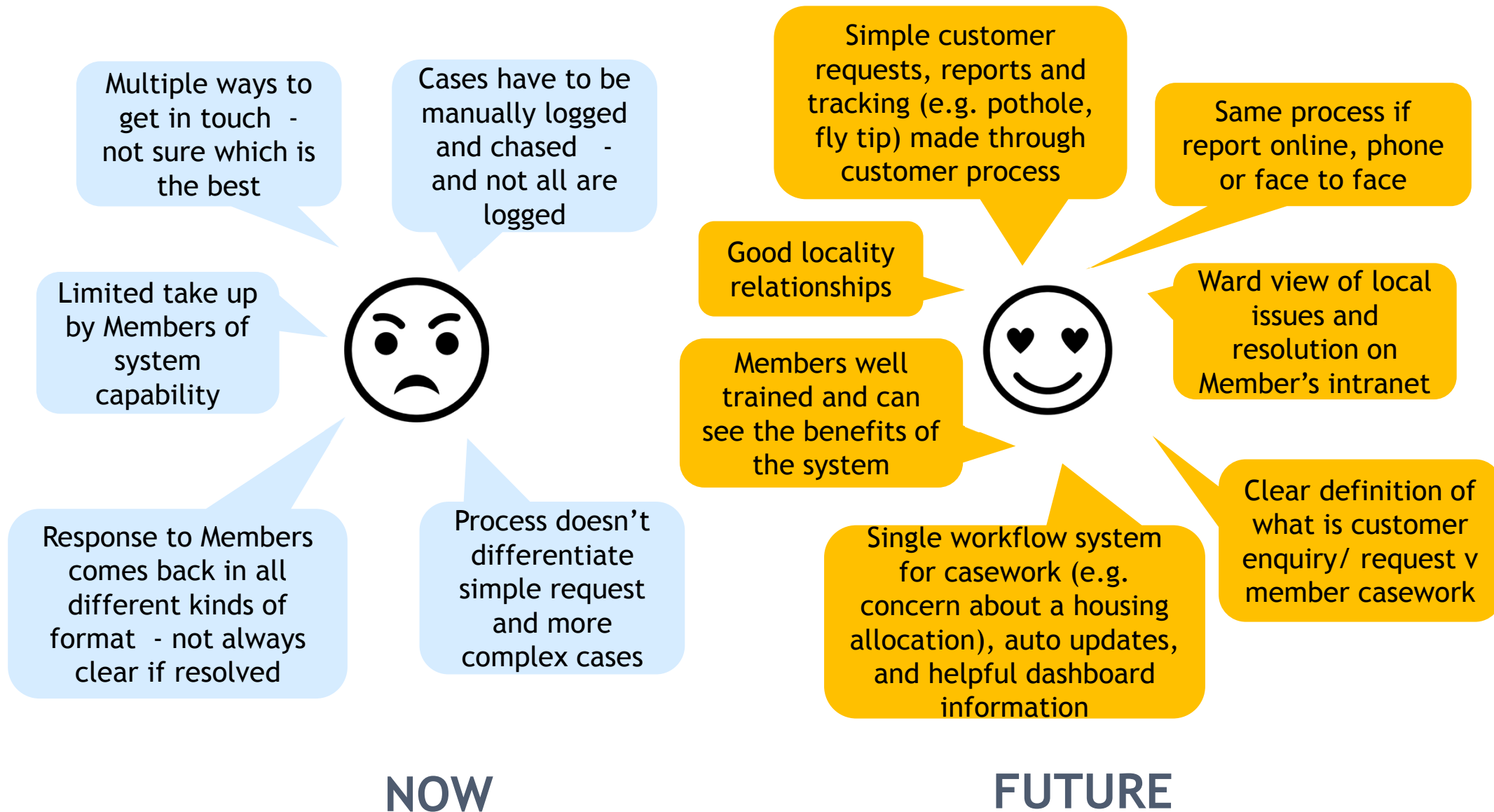
Update on specific timeslot before contractor arrives

Customer notified if contractor running late

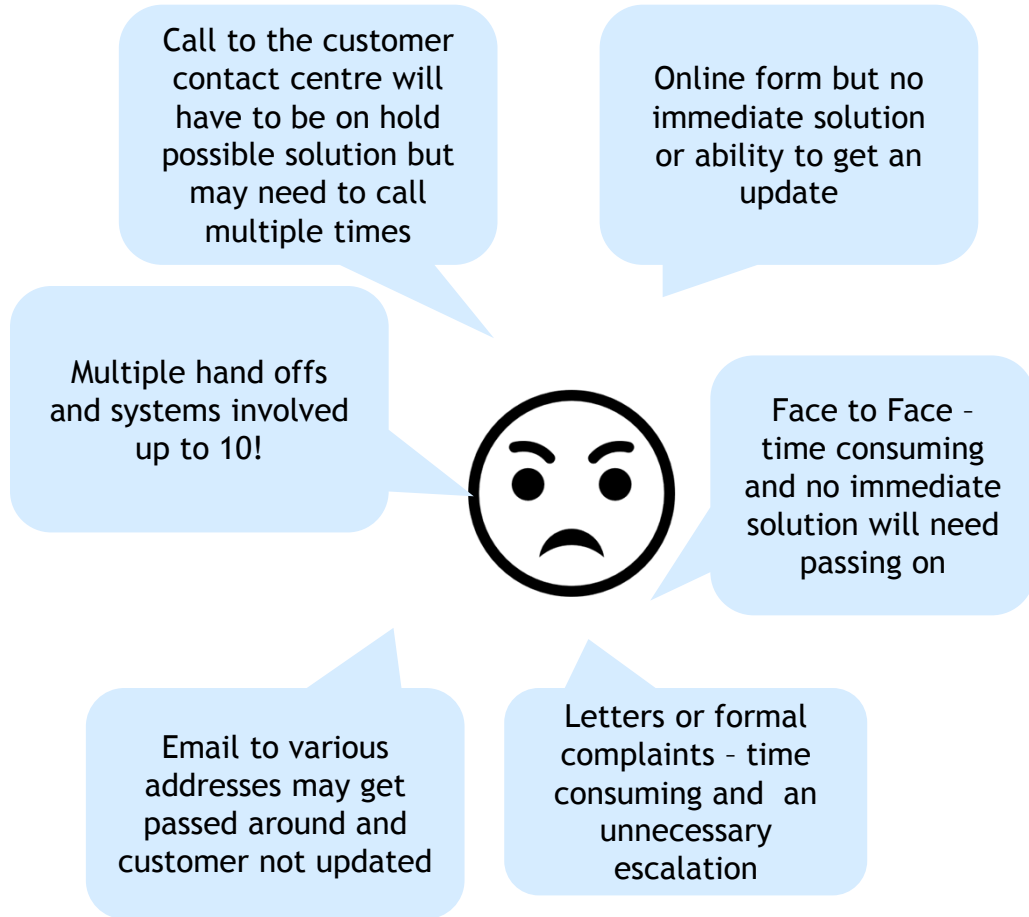
Ability to monitor trends and take proactive action to improve

**FUTURE**

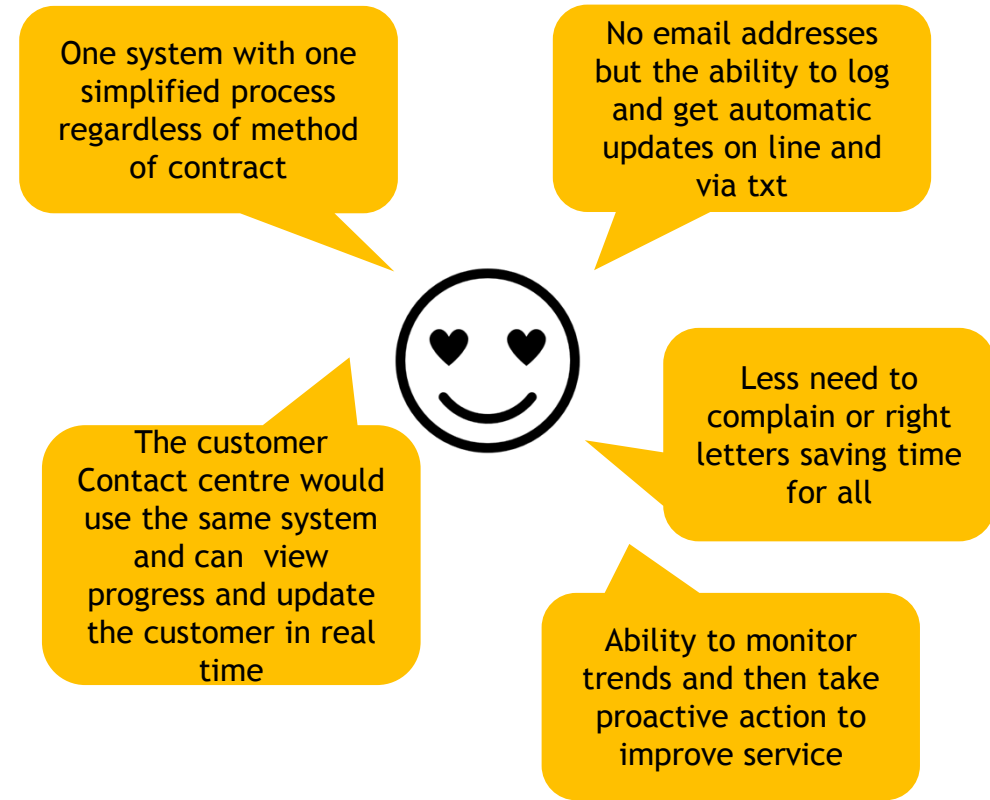
# Member enquiries and casework



# Bins

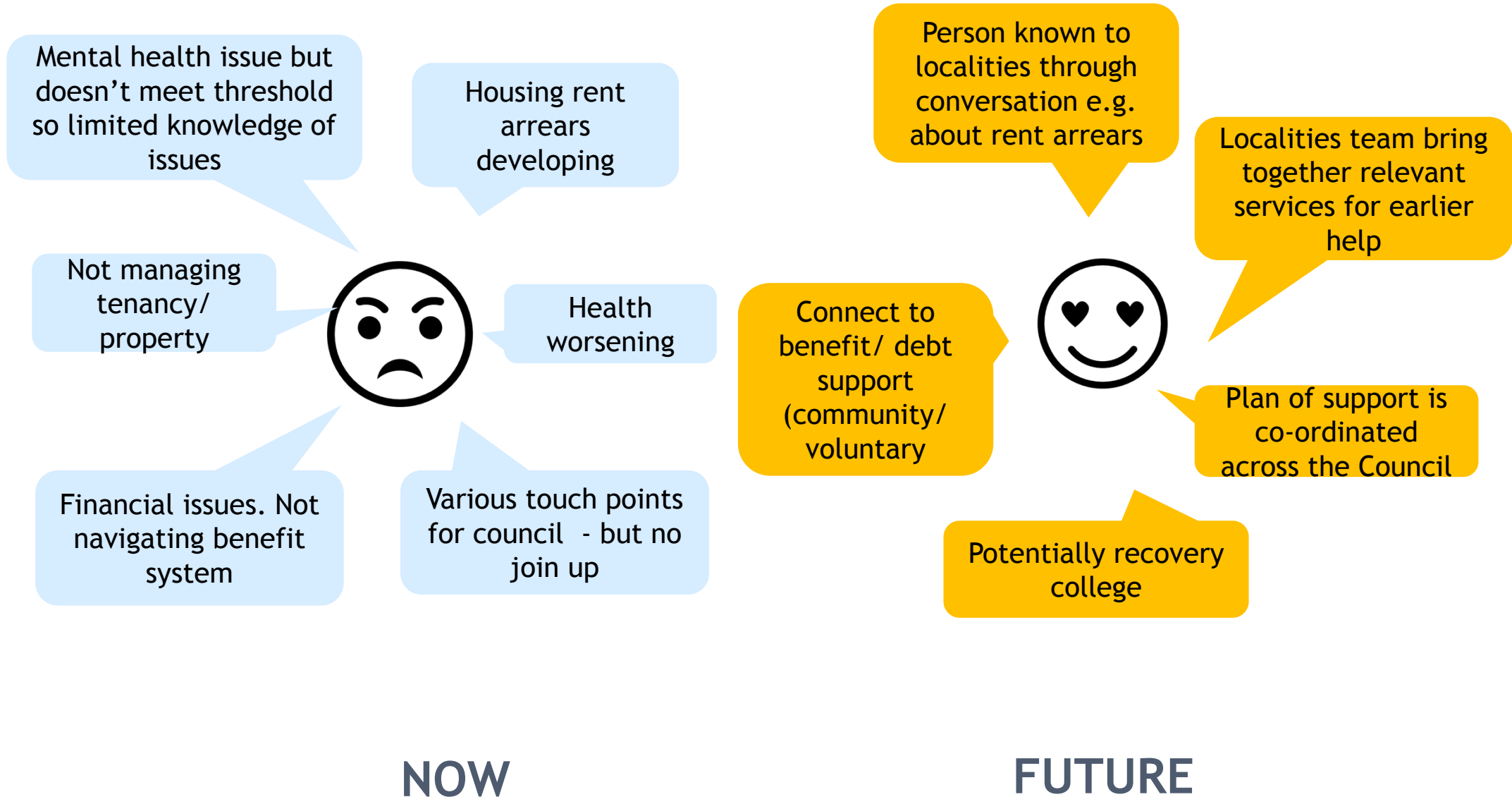


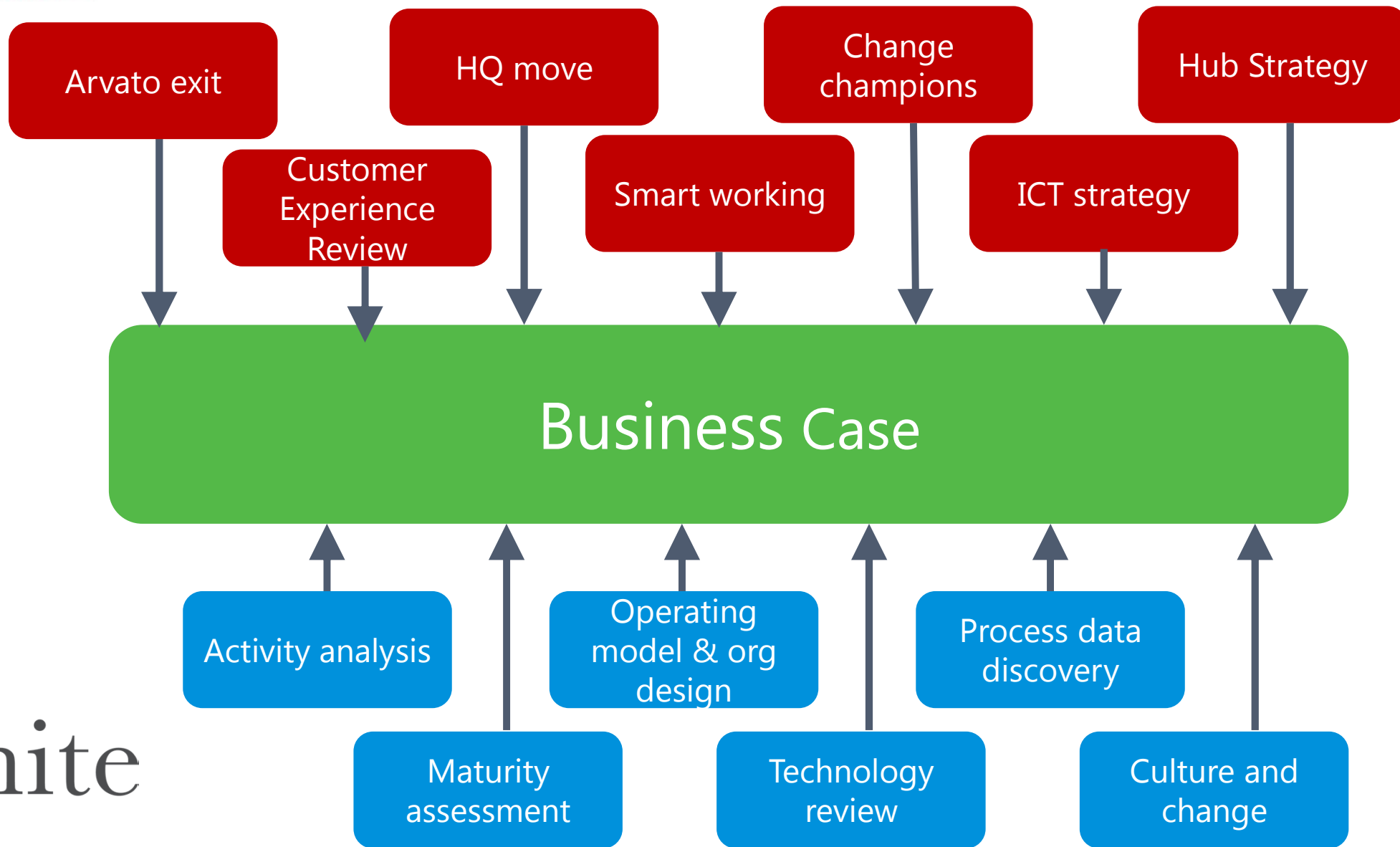
**NOW**



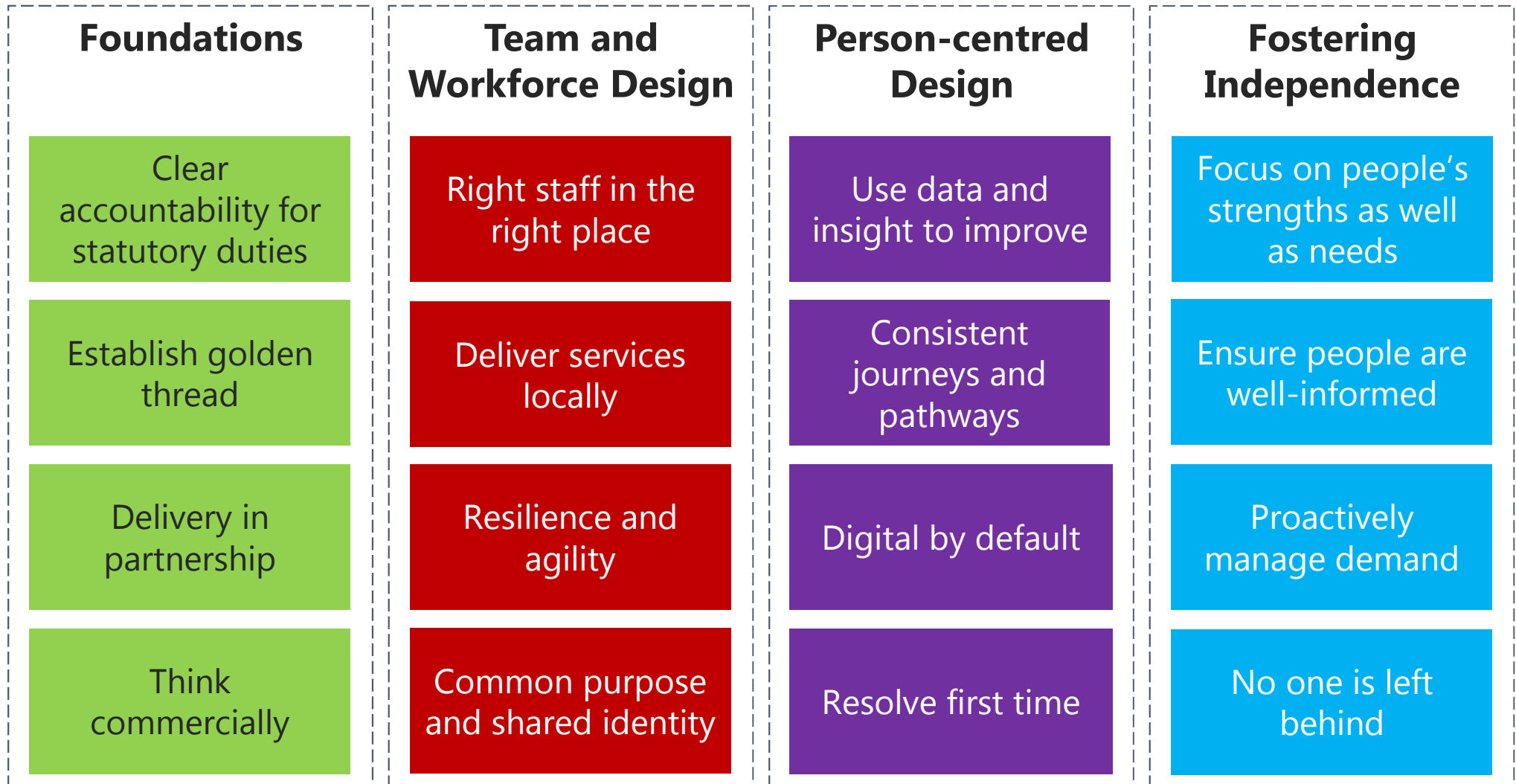
**FUTURE**

# Vulnerable person at risk of eviction





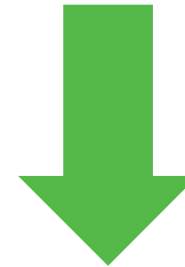
# Design Principles – Short versions



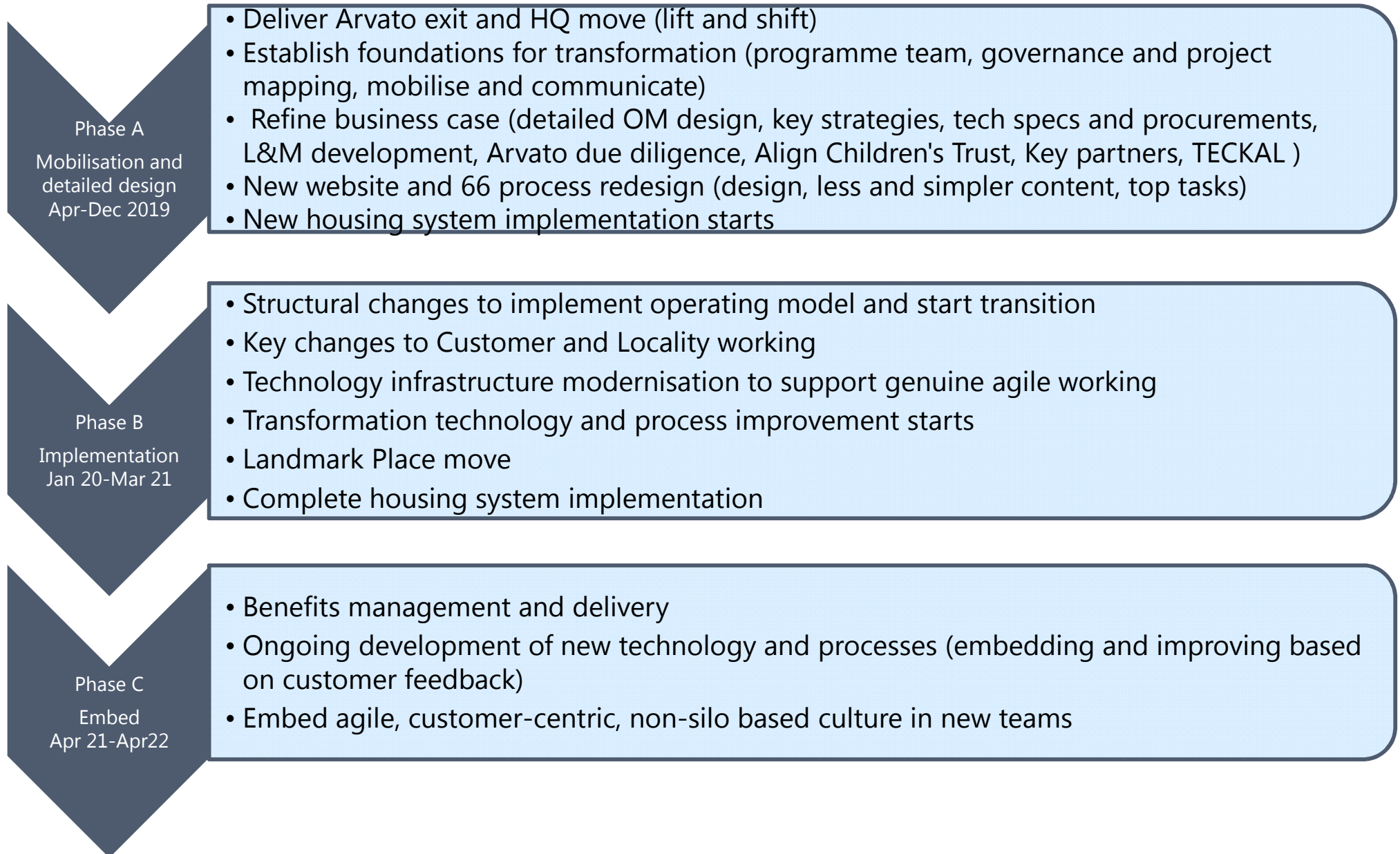


# Business Case Schedule

We are here



# Transformation Programme Phases & Scope



# 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