

SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet **DATE:** 16 March 2020

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PORTFOLIO: Councillor James Swindlehurst
Leader of the Council and Cabinet Member for Regeneration & Strategy

PART I **NON-KEY DECISION**

OUR FUTURES UPDATE

1 **Purpose of Report**

To update Cabinet on the progress of the Our Futures Programme.

2 **Recommendations**

The Cabinet is requested to note:

- (a) The progress of the Our Futures Programme, including updates from each workstream.
- (b) Work to decant from Landmark Place and the development of the localities model.

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

3a. **Slough Joint Wellbeing Strategy Priorities**

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

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

3b **Five Year Plan Outcomes**

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

- Slough children will grow up to be happy, healthy and successful
- Our people will be healthier and manage their own care needs

- Slough will be an attractive place where people choose to live, work and stay
- Our residents will live in good quality homes
- Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents.

4 **Other Implications**

(a) Financial

Cabinet approved the business case for the Our Futures programme in April 2019 including a budget of up to £4.2m out of the Council's transformation fund to transform our current Operating Model and systems. This includes significant costs for IT. The Business Case sets out the savings that this investment will realise and details the potential for reinvestment in services.

(b) Risk Management

Recommendation from section 2 above	Risks/ Threats/ Opportunities	Current Controls	Risk score	Future Controls
The progress of the Our Futures Programme, including updates from each workstream	<p>Service projects conflict with transformation activity</p> <p>Technology lead times limit service improvement timeframes</p> <p>Insufficient resources to deliver and sustain change</p> <p>Risk of scope creep due to the existing projects and objectives</p>	<p>The programme has ensured that there is oversight of incoming projects and dependencies across the Our Futures programme and Business as usual delivery.</p> <p>Close working between Operating model and Digital workstreams ensure plans are aligned and prioritised together.</p> <p>Regular liaison is in place with procurement to discuss pipeline and options</p> <p>IT resources are currently being scoped</p> <p>Specifications of what workstreams are going to deliver and impact of changes are approved by Design or Delivery groups</p>	20	A comprehensive knowledge and skills transfer plan will be developed to sustain change
Work to decant from Landmark Place and the development of the localities model	Chalvey hub opening delayed to August may leave the central area underserved	Regular liaison to monitor progress of works and contractors	20	N/A

- (c) Human Rights Act and Other Legal Implications
There are no direct legal or Human Rights Act Implications.
- (d) Equalities Impact Assessment
There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs however, are being completed for specific aspects of the programme as required.
- (e) Workforce
Workforce implications associated with the People and Organisation workstream in this report are being considered as part of implementing the new operating model.
- (f) Property
Our Corporate Assets are being utilised to deliver our Localities strategy, including the decant of Landmark place.

5 **Supporting Information**

- 5.1 Cabinet approved an outlined business case for change and the high level outcomes expected from the Transformation Programme at it's meeting in April 2019. That report stated that:

A Transformation programme is necessary because the Council needs a new operating model in a response to:

- *The continued reduction in central government funding.*
- *Rising demand for its key services specifically in Social Care.*
- *An increase in resident expectations around customer services in a digital age.*
- *A desire to grow resilience and independence in our communities.*

The business case also sets out some of the rationale for the second phase that would begin to look more closely at service area alignment and interfaces, where further improvements and efficiencies might be made.

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

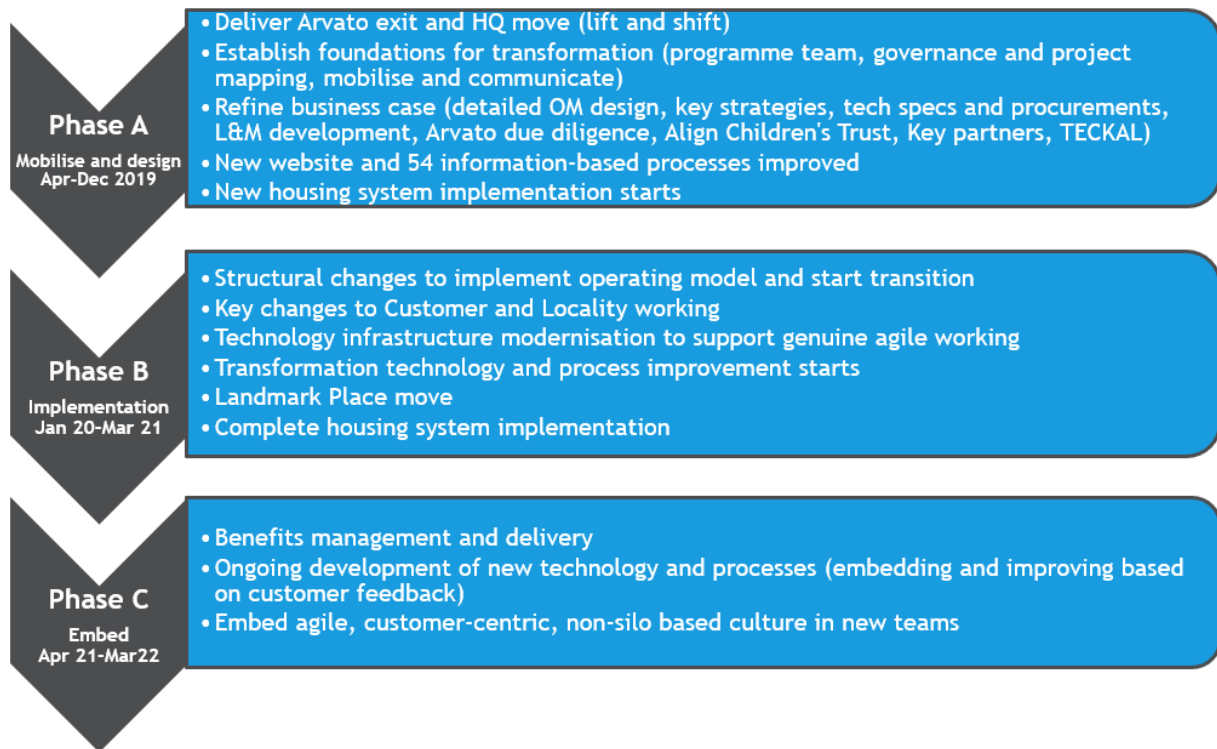
- *People will be proud of Slough as a place to live and work. Residents, businesses and communities will have every opportunity to be independent, successful and to participate in solving local issues. No one will get left behind.*
- *Our services will be seamless for customers, underpinned by a dynamic 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 de-scoped. The changes will recognise and build on the great practice already achieved by our staff making it easier to deliver excellence.*



5.2 All of the above still hold true and much work has taken place in the programme to underpin the changes that are imminent across the organisation. We have established our “strategy on a page”; the future operating model for the Council and implemented the strong governance around the programme to ensure its success.

- 5.3 During 2019 the foundations for the programme were well established, including the appointment of a Director of Transformation to drive the programme forward and we;
- ✓ Secured significant investment to fund our transformation
 - ✓ Mobilised the Our Futures programme (the new branding for Transformation)
 - ✓ Launched this to staff at the annual staff conference
 - ✓ Moved to a new office
 - ✓ Welcomed new and returning staff and successfully closed the Arvato contract
 - ✓ Responded to in-year, budget pressures through the Star Chamber process
 - ✓ Identified a new website provider to drive self-service

2020 promises to be a year of great change for the organisation;

- We need to consolidate our estate footprint to make best use of physical space and drive smarter working

- We need to deliver a new way of working that drives better segmentation of our service users, residents, businesses and communities using technology, automation and self-serve
- We need to restructure our organisation to deliver more flexible, joined-up working and get the right skills mix across levels
- We need to deliver a saving of £5m from our current budget through Our Futures savings, to be largely achieved within 15-18 months.

5.4 The Our Futures programme is managed through six workstreams. Each workstream is led by a Senior Responsible Officer, drawing on the expertise of Subject Matter Experts and supported by a project manager, to form a “community of interest” to ensure tasks are delivered on time and on budget.

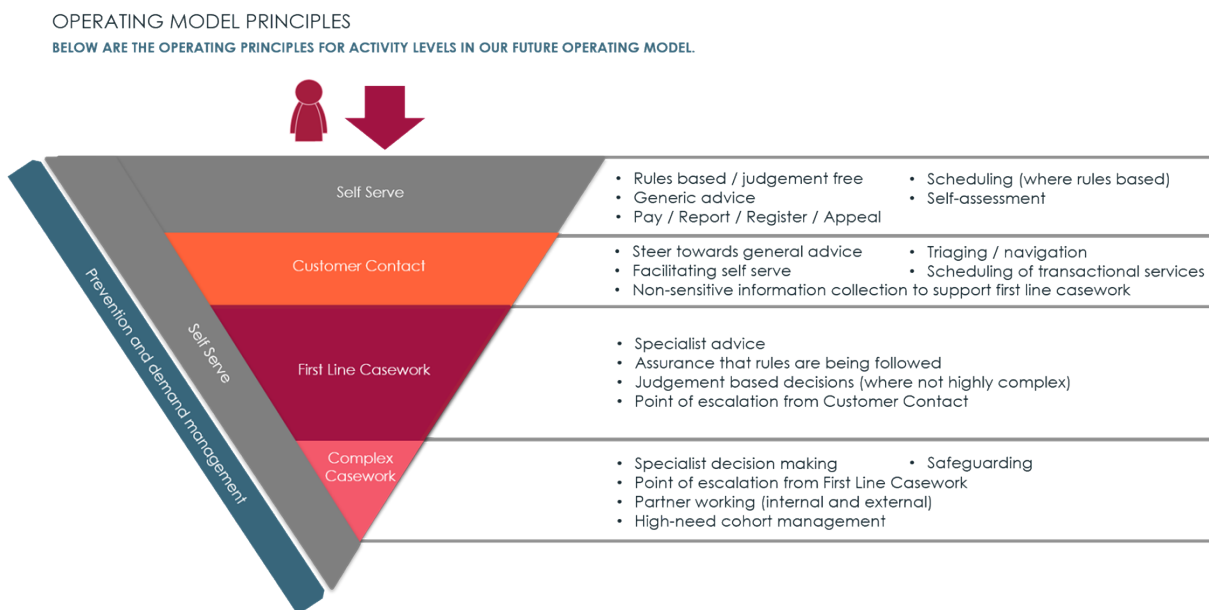
5.5 Progress from each workstream is regularly monitored and updates on the key areas of work are as follows:

5.5.1 Commerciality & Traded Services

- The high level operating model for procurement, commissioning and contract management has been approved and detailed design continues for the development of a traded services commercial support unit, including the development of a high level business case for growth opportunities.
- Procurement business partnering / category management approach formalised.
- The financial approval framework has been redesigned and implemented together with the refresh of terms of reference for all groups.
- The high level design of the Corporate Landlord operating model has commenced.

5.5.2 Operating Model and Process

(a) We have defined our new operating model (inverted triangle) for the Council as shown below;



- The proposed operating model for the delivery customer contact for Adults Social Care has been approved by the Our Futures Board with the Contact Centre pathway commencing this month.
- Work has commenced to design Housing customer contact.

- (d) The design work associated with the decant of Landmark Place (LMP) is well underway.

5.5.3 Digital and Technology

- (a) Telephony
 - i. Desk based – contract extension negotiated, new capability being enabled.
 - ii. Mobile – trials complete, new devices in procurement, roll-out defined and will commence next month.
- (b) Office 365 (O365) – trials complete, mailbox migration underway as a prerequisite to roll out.
- (c) Digital remote working – collating requirement from pilot group is now complete, programme for roll out agreed, final procurement stages underway
- (d) Infrastructure/Citrix – continuing IT infrastructure health checks since the return of services to determine resilience, short-term increase in Citrix capability agreed whilst discussions on new platform/provider conclude.
- (e) Website/digital platform – new website supplier (Jadu) engaged, Methods (a national leader in the field) have also been engaged to enable the integration of back-end services to deliver as much automation and self-serve as possible.

5.5.4 Localities and Accommodation

- (a) We have established principles for our strategic approach to enable localities to:
 - i. Bring services to the heart of our communities
 - ii. Enable a more integrated service to our customers
 - iii. Deliver high quality services tailored to community needs
 - iv. Work with partners and community groups through shared locality plans and assets
 - v. Enable behaviour change in communities that builds resilience and independence
 - vi. Prioritise wellbeing and prevention in our communities
 - vii. Provide Strategic oversight of all local projects.
 - viii. Leverage local data and insight to improve service delivery
- (b) Our locality offer will comprise of all the services offered within a locality footprint. This will include a wide range of services from schools, children's centres, leisure and neighbourhood services. It will also include partner services such as GP and health services, police, community safety and voluntary sector services.
- (c) Locality hubs will provide a physical presence in communities delivering council services from the heart of our communities. They will offer a front of house access point and a safe and open space to engage and build relationships with our customers. They will also provide flexible working environment for our staff allowing them to easily work in the most appropriate location to meet needs of local people.
- (d) Landmark Place (LMP) decant – the April 2019 report highlighted the need to decant from LMP on expire of the existing lease. A working group has been mobilised and delivery plan agreed to decant services from Landmark Place. This includes design meetings with Customer services and Housing and the development of digital solutions. These services will now be available in the Local Access Points at the Britwell, Cippenham and Langley Hubs along side the existing provision from early June; with Chalvey to follow in the summer on completion of the new hub by the Department of Education's contractor.
- (e) As part of the decant from LMP the Council will also be going cashless, in line with the Cabinet report of October 2018.
- (f) A review of our asset capacity has been completed across all primary assets.

- (g) Equalities Impact Assessments (EIA's) are being worked on in relation to the decant of Landmark place.

5.5.5 **People & Organisation**

- (a) Senior management structure - The "New Operating Model Blueprint and Business Case" which was considered by Cabinet on 15 April 2019 referred to senior management structures. The report also included various scenarios as to what this new structure might look like. Corporate Management Team (CMT) have been discussing how the senior management structure will need to change to support the new operating model and engaged with the Senior Leadership Team (SLT) in January 2020. SBC has been communicating and engaging with the organisation through Roadshows and with Trade Unions about the Our Futures programme and what this means for the organisation.

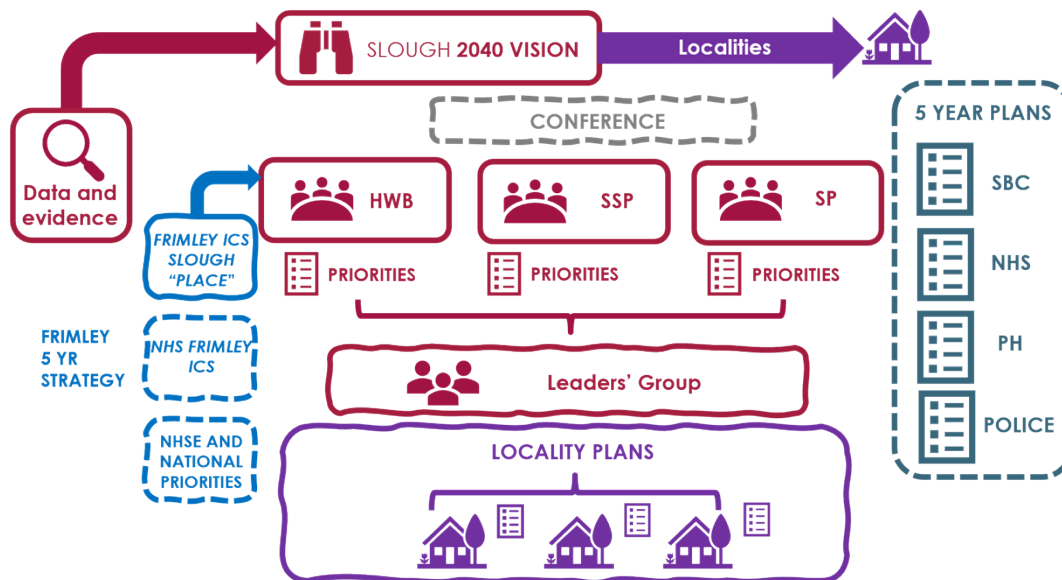
Once the new operating model has been developed there will be a full consultation on the new proposed senior management structure. This will include a proposed restructure of CMT and SLT. Current thinking anticipates that Assistant Director roles will be introduced which will help to create more strategic leadership capacity within the organisation, supporting with the implementation and ongoing delivery of the new operating model. This senior management structure will create a new organisational architecture which will have new directorates. This will then give us the high-level blueprint to continue with the detailed design and implementation of a restructure for the whole of the Council. We expect this will be completed by the end of 2020.

- (b) World Class - work has been focussing on gearing up to launch the Council's Brilliant Basics campaign. Getting the basics right across a range of activities and actions across the Council will provide us with the solid platform on which to build our World Class aspirations. This has included a briefing to the Our Futures Champions (the Our Futures Champions are a group of volunteers representing all service areas and levels across the Council) and launching an introduction to Brilliant Basics through the Our Futures microsite and email communications. Quick wins will be published on a regular basis throughout February and March.

5.5.6 **Statutory and local delivery partners**

- (a) The Partnership Conference is being planned for March 2020. Ongoing scoping of the workstream continues. We want to use this to start to develop a 2040 vision for the Town.
- (b) Below is a diagram illustrating how our various partner organisations operate and interact with us, and how we might engage with them in developing and delivering the 2040 vision for the Town.

HOW IT ALL COMES TOGETHER



HWB - Health & Wellbeing Board
 SSP - Safer Slough Partnership
 SB - Safeguarding Partnership

NHSE - National Health Service England
 ICS - Integrated Care System
 PH - Public Health

5.5.7 The work of the programme has strong governance and grip overseen by the Our Futures board with Design, Delivery and Change and Communications groups reporting in, to provide assurance that progress is being made, and dependencies between workstreams are well managed.

6 Comments of Other Committees

6.1 This report has not been considered by any other committees.

7 Conclusion

7.1 The Our Futures Programme is mobilised and working towards delivering a new Operating Model for the Council. This will bring improved outcomes for local people more efficiently and effectively. It will overhaul our systems and processes and realise savings that can be reinvested into service delivery.

8 Background Papers

None