

Agenda Item No: 9.12

Report No: 100/17

Report Title: "Stronger Together" Joint Transformation Programme Update

Report To: Cabinet

Date: 26 June 2017

Cabinet Member: Councillor Elayne Merry

Ward(s) Affected: All

Report By: Henry Branson, Assistant Director for Business Transformation

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Purpose of Report:

To update Cabinet on the progress of the Joint Transformation Programme and key decisions taken by the Programme Board

Officers Recommendation(s):

It is recommended that Cabinet notes the delivery of Phase One of the programme and endorses the decisions made by the Programme Board.

1.0 Executive Summary

1.1 In May 2016 the Cabinets of Eastbourne and Lewes councils approved the Joint Transformation Programme ('the Programme') to deliver the majority of council services via shared teams adopting new ways of working.

This is a major change programme for both councils and a significant contributor to our medium term financial strategy savings targets.

1.2 In October Cabinet approved the three phase delivery of the programme, with Phase One lasting from September 2016 to March 2017. This update outlines the progress made in delivering Phase One, looks ahead to the work happening in the next 4-6 months and outlines key decisions made by the Programme Board.

1.3 The Programme has a clear governance structure led by the Programme Board. The Programme Board meets bi-monthly and consists of the leaders and deputy leaders, the leaders of the main opposition groups, the Chief Executive and three other Corporate Management Team (CMT) members.

2.0 Programme Activity October 2016 – May 2017

2.1 Phase One

Phase One involved the design of and recruitment to new roles and teams in Strategy, Planning and Regeneration and Democratic Services, and new leadership and management roles in Service Delivery.

Formal consultation on the proposals with staff and Unison took place in January and February 2017. Consultation resulted in more than 500 pieces of feedback which were addressed through a series of face to face briefings with staff and more than 70

published questions and answers. Staff and Unison views were listened to and changes were made to reflect these views in the second and third (and final) versions of the proposals.

The final Phase One structure consisted of 63 posts. The internal recruitment process ran from March to early May and 50 appointments were made. One post, the Head of Planning, was subject to an open recruitment process and an external candidate was selected. At the time of writing, 12 posts remain vacant and will be filled through external recruitment.

The savings target for Phase One was £1.05m across the two councils. Although the exact savings figure will not be established until the final vacant roles are recruited, we expect to slightly exceed the savings target for Phase One.

Support is also being provided to the new managers to transition from old teams to new teams. This transition process will last until June and involves a number of meetings and workshops, supported by tools to help plan and track the changes.

2.2 New Technology

To enable new joint teams to work effectively, it is essential that we provide the right technology to support them. At the start of the Programme, there were significant differences between the two councils' respective computer systems. The Programme consists of a number of projects to move the councils to a common set of technologies.

Good progress has been made on these key technology projects:

- **One Network**

A new joint network is an essential building block for the whole programme. It enables teams to communicate and joint software applications to be used. The new network is built and staff are now being moved over.

- **One Telephone System**

Lewes and Eastbourne are now on a single telephone system with staff able to login to phones on any desk in either of the councils' main offices. This involved a major system upgrade for Eastbourne and a whole system migration for Lewes. The project was delivered successfully working with local company Cavendish Communications and will deliver additional savings for the councils, as well as underpinning the joint customer contact team in Phase Two.

- **One Mobile**

Both councils have aging mobile phones and outdated management systems that do not meet modern security or functional standards. We have selected and installed a new joint system that will enable us to provide manage a wide range of devices for both staff and councillors. New devices will be rolled out during May and June.

2.3 Since October the Programme Board has made a number of key decisions:

- **Branding**

The councils will maintain separate corporate brands based around their current logos for all separate and distinct services and communications.

Shared public services will be delivered under a joint brand based on a revised version of the Customer First brand already known in Eastbourne, adapted to incorporate elements of Lewes visual identity.

- **Lewes-eastbourne.gov.uk**

Both councils will move over to a new joint domain, lewes-eastbourne.gov.uk, which is an essential foundation for the shared network. All staff will get a new lewes-eastbourne.gov.uk email address. Councillors will continue to use the email address that matches the specific council they represent (lewes.gov.uk or eastbourne.gov.uk).

- **New joint website**

A condition of the Cabinet Office granting permission for the use of the lewes-eastbourne.gov.uk domain was that the councils replace their two separate websites by a new, joint website at www.lewes-eastbourne.gov.uk. The Cabinet Office also imposed a tight deadline of Summer 2017 for delivery of this site, meaning that design decisions will need to be taken quickly, and it was agreed that the Board will sign off the new website design.

- **Joint committees**

Following a review of shared services governance at other councils by Improvement and Efficiency Social Enterprise (iESE), the Board authorised the development of terms of reference for two new joint committees:

- A joint committee for employment matters delegated from full Council
- A joint advisory committee concentrating on external facing regional development and growth.

The creation of these new committees will be subject of a report to meetings of both Full Councils.

3.0 Looking Ahead

3.1 The next update to Cabinet will be in Autumn 2017 after the completion of the Phase Two design but before recruitment has been done. Between now and then we will:

- Complete the transition process for the Phase One teams.
- Complete the initial design of the Service Delivery teams that form the focus of Phase Two, namely:
 - Customer Contact and Neighbourhood Services
 - Case, Account and Specialist Services
 - Homes First
- Carry out a full consultation exercise with staff and Unison and publish a final set of proposals.
- Launch the new website – members should be aware that due to the Cabinet Office deadlines mentioned at paragraph 2.3, it will not be possible to complete all the work we would like to before the new site is launched. The behind-the-scenes work to join up systems and enable customers to do more online will not be complete until early 2018, so many of the planned new online facilities will not be live when the site launches. We will not have had the time to engage customers in detailed feedback sessions on new site designs, so customer engagement will take place through the Autumn and ideas for improvements will be taken forward after that.
- Complete the migration of all staff to the new network.
- Roll out new technology to councillors to support them to carry out their council work efficiently using their council email addresses.

- Deliver the revised joint Customer First brand.

4.0 Consultation

4.1 Staff and Union Consultation

As summarised at paragraph 2.1, we communicated with staff and staff representative groups throughout Phase One. This has been done both face to face and via email and Intranets.

The Joint Transformation Programme Consultative Forum will continue to meet on a bimonthly basis, involving a range of staff representatives including UNISON representatives.

Similar consultation processes will be used for Phase Two.

5.0 Equality and Diversity

5.1 The JTP Equality and Fairness Forum has been set up and equalities and fairness assessments have been started for the Programme.

6.0 Conclusion

The Programme is on budget and Phase One was delivered on time. The Phase One savings will be delivered. There are significant time pressures on the delivery of key technologies to support both Phase One teams and enable the development of joint business processes for the Phase Two teams. There will be a need to strictly prioritise delivery of the most important technologies and business processes that enable the new teams to go live in early 2018. We will then work to further improve and develop them through 2018 and 2019 to fully deliver the planned improvements and efficiencies.