

**Agenda Item No:** 9.4

**Report Title:** "Stronger Together" Joint Transformation Programme Update

**Report To:** Cabinet **Date:** 3 January 2018

**Cabinet Member:** Councillor Andy Smith

**Ward(s) Affected:** All

**Report By:** Becky Cooke, Assistant Director for Human Resources and 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):**

- 1 It is recommended that Cabinet notes the progress made in developing the Phase Two proposals as well as the wider programme and notes the decisions made by the Programme Board

#### **Reasons for Recommendations**

- 1 To note the progress of Phase Two of the Joint Transformation Programme and the decisions made by the Programme Board

#### **Information**

##### **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. Through the programme, the councils are projecting to deliver the £2.8m of savings and the cultural shift as set out in the business case.

- 1.2 In October Cabinet approved the three phase delivery of the programme, with

Phase One lasting from September 2016 to March 2017 and Phase Two from April 2017 to March 2018. This update outlines the progress made from September to November 2017, looks ahead to the work happening in the next three 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, three other Corporate Management Team (CMT) members and the newly appointed Joint Transformation Programme Manager.

## **2.0 Programme Activity September 2017 – November 2017**

### 2.1 Phase One

Phase One involved the design of joint strategy, planning, regeneration and democracy teams, and the transition process for these new teams is complete.

### 2.2 Phase Two

Phase Two involves the design of joint teams to deliver the majority of public-facing services, such as planning, environmental health, housing, licensing, council tax, business rates, benefits and parks and open spaces. Some services are out of scope and subject to separate reviews or programmes:

- Waste services
- Tourism and leisure services
- Building control services
- Property services (Homes First)

The new model moves away from organising the council around service specialisms to a more customer-focussed, multi-skilled approach where it is easy to contact the council, as much gets resolved for the customer as early as possible, and specialist staff only get involved in genuinely specialist or complex work.

Consultation with 320 affected staff has concluded and at the point that this report is considered at Cabinet, recruitment to new roles will be complete. The proposals see a phased reduction to around 237 FTE roles.

The councils have a statutory duty to take measures to minimise compulsory redundancies and an opportunity was therefore provided for affected staff to request voluntary redundancy. In making these decisions the corporate management team considered the following principals previously agreed by the Programme Board:

- The need to maintain efficient and effective practices
- The need to retain a balance of key experience and skills across the workforce to meet future needs
- The financial implications of the release

69 applications for voluntary redundancy were received of which 36 were

agreed. Existing posts will not be deleted until 31 December 2017 and some leaving dates continue into 2018 to ensure effective knowledge transfer.

At the time of writing this report the number of compulsory redundancies is four, two staff from Lewes and two from Eastbourne. The cost of the redundancy payment to the two Lewes staff (if they are not redeployed into another role) is approximately £33k.

### 2.3 New Technology

In order to achieve the efficiencies and service improvements, the programme needs to deliver a huge amount of technology change to move the councils from separate to joint systems.

In the last three months we have:

- Made significant inroads with the migration of staff to the new network (420 staff migrated so far; remaining staff to be migrated by mid-December; councillors planned for early January 2018)
- Launched our new joint website following testing with customers, with drop in sessions arranged for members to provide feedback and get advice on navigating the new site. A survey is available on the home page for customers to ask questions or provide feedback.
- Continued planning for and implementation of the key technologies joint teams will need (new standard laptops, mobile technology, digital mail room etc).
- Gone live with the new LDC payments system to replace Capita
- Continued with the work to implement joint housing, finance and customer relationship management systems.

### 2.4 Joint Transformation Programme Manager

The Assistant Director for Business Transformation and the Joint Transformation Programme lead, left the councils on 30 September 2017. Whilst the Assistant Director role has not been appointed to, a programme lead is essential to ensuring the ongoing management and governance of this complex change programme.

The new Programme Manager commenced on 13 November 2017.

### 2.5 Key Decisions by the Programme Board

In the last Programme Board meeting, the Board received an update on the key programme workstreams, and also some detail on the staff consultation feedback. Members were asked to work with their groups to build awareness and understanding of programme activity to Christmas, notably the website launch and inevitable disruption due to widespread recruitment to new teams. The Board also asked for some further investigation into the capability of the Inform360 customer contact solution.

## 3.0 **Looking Ahead**

The next update to Cabinet will be after appointments to roles in the new

Phase Two structure have commenced. Between now and then we will:

- Confirm outcomes of the Phase Two staff recruitment process.
- Support individuals who are confirmed as formally at risk of redundancy.
- Launch external recruitment for any vacant roles.
- Continue to plan and then launch the transition period for the Phase Two teams, which will run from January to April 2018.
- Continue the work to implement key joint systems, including a piece of work to reprofile mobilisation and transition timelines. At the time of writing this report, talks are being held with Civica to ensure that the necessary technical elements can be rolled out in line with the proposed plan, taking into account associated organisational risks and impact on staffing.
- 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.

#### **4.0 Consultation**

As summarised at paragraph 2.3, we have formally consulted with staff and staff representative groups on the Phase Two proposals. This has been done both face to face and via email and Intranets.

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

#### **5.0 Conclusion**

The Programme remains on budget with key Phase Two milestones on track. Pressures also remain around some technology deliverables and there continues to be a need to strictly prioritise delivery of the most important technologies and business processes that will 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.

### **Financial Appraisal**

The programme is operating within the budget approved by Cabinet in May 2016. There are no significant variances to report.

### **Legal Implications**

There are no legal implications arising directly out of this report.

### **Risk Management Implications**

Risk management is a standard part of managing a programme of this scale. Risks are assessed regularly and significant issues reported to the Programme Board.

### **Equality Screening**

The JTP Equality and Fairness Forum will continue to meet to review any new equality and fairness analyses for projects that are yet to commence. All previous analyses have been approved.

**Background Papers**

None

**Appendices**

None