Body:	**CABINET**
Date:	**5 February 2014**
Subject:	**Sustainable Service Delivery Update**
Report Of:	**Deputy Chief Executive**
Ward(s)	All
Purpose	To update Members on the progress made within the SSDS programme, with particular reference to the Future Model Programme Plan (Phase Two) as at January 2013, this being one of the key projects under the Corporate Plan Sustainable Performance theme (Project 2 – Efficiency).
Recommendation:	Members are asked to:

i)   Note key activities and progress made against the Future Model Programme Plan (Phase Two).
ii) Note key programme milestones for February 2014 – May 2014
iii) To approve a budget of £15k to investigate the opportunities, costs and issues of developing shared corporate services with Lewes District Council

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1.0   Background/Introduction

1.1   The Sustainable Service Delivery Strategy (SSDS) is a key response to the increasing cost and demand pressures facing the Council. It is a programme that was developed to promote a range of solutions, including internal transformation as well as increasing effective partnership working with other organisations.

In July 2013 Cabinet approved the adoption and implementation of Phase Two of the Future Model under Option 5 of the SSDS and delegated authority to the DRIVE Programme Board to run the programme within the allocated resources. The scope of Phase Two is:

- CMT/ Senior management
- Housing

- Revenues
- Benefits
- Fraud
- Strategic performance
- Democratic/ Civic services
- Electoral services and local land charges
- Community development, involvement and crime reduction
- Tourism development marketing
- Seafront services
- Events
- Sports and leisure
- Finance – payments and income
- Finance – procurement
- Digital mail room
- Customer contact activity currently carried out by Capita for revenues and benefits
- Asset Management

This is the first update to Cabinet on the progress of Phase Two.

The Future Model Programme aims to improve service delivery whilst delivering savings estimated at £1.7m to £2m across the organisation. The current phase, Phase Two, is estimated to save £1.2m - £1.5m.

The Future Model describes a new way of organising and delivering council services, delivering efficiencies at the same time as putting the customer at the heart of all we do. Further details are available in the July 2013 Cabinet report.

2.0   Sharing Corporate Services

2.1   In addition to the current activity under Phase Two of the Future Model, an opportunity has arisen to explore the development of shared corporate services with Lewes District Council. It is proposed that iESE are instructed to work with the Councils to develop a brief for the piece of work which should provide a view on the following areas with regard to any proposal:
- Options
- Costs
- Benefits (financial and non-financial)
- Risks
- Issues
- Likely implementation pathway

The anticipated cost of this work will be capped at £15k to each council. A further report to Cabinet will outline the findings and recommend a way forward in due course.

Lewes District Council approved both the initiative and the budget for this piece of work at their Cabinet on 6th January 2014.

3.0   Future Model Programme Highlights

3.1   <u>**Summary of programme status**</u>

A key priority for August and September was mobilising the programme and ensuring that the appropriate contracts were in place. This was completed successfully and we will be working once more with Civica and Ignite as our principle implementation partners.

The Phase Two project teams are largely in place and working well. Workshops are underway and staff are engaging well. The implementation of the new revenues and benefits system is the biggest technology project and has therefore been a key area of focus in the first two quarters, and is on target.

The key areas of risk for the programme are:

- Resources – Phase Two is a large programme, and we have some Phase One work to complete as well. We are placing significant demands on both our own staff and our partners. We are looking to build additional capacity into our internal Systems Support team and are engaged in frequent resourcing conversations with Civica and Ignite.
- System integration – Civica, as our key technology partner, are fully committed to building the integrated set of technologies required to support the Future Model. Where this involves other software companies we are dependent on the ability and willingness of those companies to open up their products to integrate with Civica. Discussions are underway with all such companies but have not been concluded as yet.
- Positive staff engagement – we continue to ask EBC staff to engage positively in the programme, since we cannot make the Future Model a success without staff input. EBC staff have the experience of Phase One to draw on, whereas EHL staff are new to the process and we need to ensure we do all we can to enable them to contribute effectively.

3.2   <u>**Key Activities August - January**</u>

Workstream 1: Customer
This workstream will focus on opportunities to encourage customers to access services online. Early planning activity for this project is now underway. Since the new website was launched in Phase One we have had more than 1,700 customers register online.

Additionally, this workstream will co-ordinate the consultation activity that will be required with customers and stakeholder groups.

Workstream 2: Business Process Create and Construct
This workstream focuses on re-designing the services along the Future Model principles and then developing the technology to support the new work processes.

The project team is working well and has run a series of core workshops looking at some of the most important customer journeys for Phase Two. A 'customer journey' describes how a service will work for both the customer and the different staff groups once it has been redesigned along Future Model principles.

These workshops have been delivered on schedule.

It has also been necessary to carry some work leftover from Phase One into the Phase Two. This work is ongoing and will be completed by March 2014.

Workstream 3: Technology
There are ten technology projects within this workstream. At a high level their status is as follows:

- T1 Data & Records (Implementation started)
- T2 Infrastructure Technology (Implementation started)
- T3 Revenues & Benefits System (Implementation started)
- T4 Serengeti Migration (Not started)
- T5 Orchard Integration (Scoping)
- T6 Mobile Technology (Scoping)
- T7 Website Development (Not started)
- T8 Land Charges Automation (Scoping)
- T9 Electoral Registration (Scoping)
- T10 Post Go Live Support (Not started)

All of these projects are largely where we would expect at this stage of the programme, with the exception of T5 Orchard Integration and T9 Electoral Registration, where we had hoped to have moved into implementation. Both these projects involve system integration work and whilst discussions have been held with the other software suppliers, we have not yet fully defined the work required.

Workstream 4: People
This workstream is responsible for taking the outputs of the business process workshops and creating the staff structure and roles which will form part of the Target Operating Model (TOM). The programme plan shows consultation on the TOM taking place in June/July 2014.

Workstream 5: Programme Management
The DRIVE Board has approved the programme initiation document and programme plan, although both of these documents are 'live' documents and will evolve as the programme moves forward.

Several key decisions have been made in the last quarter which will have an impact on the programme:

- Confirmation of EHL's involvement in Phase Two

  In July 2013, Cabinet approved the commencement of discussions to align the activities of Eastbourne Borough Council (EBC) and EHL to deliver customer benefits and efficiencies. These discussions have taken longer than anticipated but both organisations have now

reached a position of agreement on the following points:

- o All of EHL's services will be reviewed as part of Phase Two, with the exception of certain key contractual relationships which need to remain largely as-is for now. Opportunities for integrating EBC and EHL teams will be explored and a set of high level principles will be reported to Cabinet in March. Tenants will then be consulted on the proposals.
- o EHL will relocate from Ivy House to 1 Grove Road by the end of their lease in 2015 and will work in line with EBC's agile working philosophy.
- Inclusion of the Events team in scope of the programme
- Inclusion of the Estates and Facilities team in scope of the programme.

Early communications activities have included a staff drop-in event in December to provide more information about Future Model and the Phase Two programme. Around 80 staff were engaged through the event, and an evening session was attended by 9 Councillors.

3.3 **Key Decisions / Deliverables February to May**

The workstreams consist of a number of projects, which in turn break down into work packages. These workstreams, projects and work packages have been loaded into the Council's performance management system, Covalent, to help us track progress throughout the programme.

For the Business Process Create and Construct workstream we have broken the work into logical groups of services which we will tackle in a series of 'sprints'. A sprint is a short project of around 6 weeks; it will start with workshops to design the new processes and then move straight into building the new processes using the technology. This approach has been adopted to address some learning points from Phase One.

Section 2.3 below presents an overview of the key areas of focus for the next quarter. It is not an exhaustive list of all work packages and deliverables.

3.4 **Next Quarter Milestones**

Major deliverables that will be produced in the next period (leading to 31 May 2014) include:

Workstream 1: Customer
- Channel Shift Plan
- Ongoing channel shift activities
- Detailed plan for consultation with residents and tenants

Workstream 2: Business Process Create and Construct
- Complete Phase One sprint and Go Live with scripts/processes – Licensing and Environmental Health
- Complete Phase Two sprints:
  - o Seafront services and events delivery unit
  - o Land charges

- o Electoral services
  - o Revenues and associated Finance processes
- Benefits and Housing sprints will be in progress

Workstream 3: Technology
- First data migration for revenues and benefits
- Customer data matching
- Define and commence housing systems integration
- Define and commence electoral services systems integration
- Define and commence website development
- Define and commence migration of EHL's Serengeti system to EBC's W2 system

Workstream 4: People
- Induct EHL staff into Future Model programme
- Launch knowledge and skills project
- Further development of organisation design including both corporate management structures. EHL and EBC management to have reached agreement about the draft Target Operating Model and prepared for staff consultation

Workstream 5: Programme Management
- Oversee development of remaining project plans (largely for technology projects)
- Ongoing communications activities
- Ongoing status reporting

4.0 Resource Implications

4.1 Financial: The Future Model programme is currently on budget. An additional budget of £15k is sought to fund the initial workstream around shared corporate services initiative with Lewes District Council and iESE.

4.2 Staffing: As stated in 2.1 above, the demands being made on staff at present are considerable and we are actively looking at introducing additional support and staff resources where needed.

5.0 Conclusion.

5.1 With the continued successful implementation of the Future Model initiative, the Council is well on track with regard to the internal transformation agenda. Now, with the developing relationship with Lewes District Council we are beginning to see the potential for deeper shared working with a neighbouring authority.

Members are asked to note both progress made with regard to the Future Model and endorse the investigation of shared services with Lewes District Council.

Henry Branson
Senior Head Of Infrastructure

Background Papers:

The Background Papers used in compiling this report were as follows:
- Future Model Programme Plan
- Future Model Project Highlight Reports
- Sustainable Service Delivery Strategy Programme – Implementation of the Future Model Phase 2 (Cabinet Paper, 10 July 2013)

To inspect or obtain copies of background papers please refer to the contact officer listed above.