

Body: Cabinet

Date: 19 October 2016

Subject: "Stronger Together" Joint Transformation Programme Update

Report of: Assistant Director for Business Transformation

Ward(s) All

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

Decision Type: Key Decision

Recommendation: It is recommended that Cabinet notes the significant progress made since May and endorses the three phase delivery of the programme.

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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 The four strategic objectives of the Programme are:

- **Protect services**
Protect services delivered to local residents while at the same time reducing costs for both councils to together save £2.8m annually
- **Greater strategic presence**
Create two stronger organisations which can operate more strategically within the region while still retaining the sovereignty of each council
- **High quality, modern services**
Meet communities and individual customers' expectations to receive high quality, modern services focused on local needs and making best use of modern technology
- **Resilient services**
Building resilience by combining skills and infrastructure across both councils

1.3 Over the past four months, officers have been working to establish the programme, including programme planning, recruitment of project managers and teams, procurement and communications.

1.4 This concise update will provide Cabinet with an overview of the activity completed in the period from June to September, and seeks an endorsement of the phased approach recommended by the Programme Manager and the Programme Board.

2.0 Programme Activity June – September 2016

2.1 Governance

The importance of a robust governance regime was discussed in the May Cabinet report. This regime is now largely established and operating:

- Cabinets will be updated regularly, this being the first update.
- The Programme Board has met three times 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.
- CMT has been receiving regular updates throughout mobilisation.
- The Delivery Board is the group that will be accountable for the programme work streams and delivery of milestones against the plan. The Delivery Board is meeting every 1-2 weeks.

Further governance groups have been identified and will be established over the next two months, including an external assurance panel that monitors programme risk and governance.

2.2 Procurement

A number of procurement strategies were approved in May and we have followed these to complete some significant and essential procurements:

- Extension of Sopra Steria ICT infrastructure management services contract to include Lewes as well as Eastbourne. This was completed in August following a negotiation procedure and publication of a Voluntary Ex Ante Transparency Notice (VEAT) in OJEU, which did not attract any challenges. The new joint service goes live on 1 November 2016.
- Procurement of change management and service design support. We have procured these services from Ignite Consulting via the NEPRO framework.
- Procurement of core technology. We have procured a set of core systems from Civica via the Crown Commercial Services RM1059 framework that will form the foundation of our shared ICT platforms to enable joint working and save the councils £88k per year.
- Telephony procurement. We have selected local supplier Cavendish Communications (based in Lewes district) as the councils' joint telephony supplier and will be immediately proceeding to implement a joint telephony platform that will replace the problematic Lewes system.

2.3 Early Organisation Changes

Members will be aware that the restructure of CMT was completed in July,

resulting in a new team in joint roles.

The other early restructure has been to the internal ICT teams at Lewes and Eastbourne. This is almost complete and will see a single ICT service formed with Sopra Steria managing the infrastructure and a joint council team managing business applications, with both parts of the service reporting into the Head of ICT (Lewes and Eastbourne).

The new teams are employed by Eastbourne in line with the decisions made by Full Councils in July. Work is underway to look at the process by which all staff will transfer to become employees of Eastbourne.

2.4 Programme Team Recruitment

We have successfully recruited to around 15 key roles in the programme team and have just a small number of posts still to fill.

2.5 Programme Plan and Phasing

The programme has been structured into seven work streams for delivery across three phases. Each phase will have a clear scope and will deliver a proportion of the overall savings required.

- Phase One – Sept 2016 to March 2017 - £1m
- Phase Two – April 2017 to March 2018 - £1m
- Phase Three – March 2018 to March 2019 - £0.8m

The phases will overlap to a degree and the timings above may change.

Phase One is the current focus and will include most management activity as well as key strategy and corporate activity, such as corporate planning, governance, communications, performance management and policy/strategy development and co-ordination.

Phase Two will include most of the major public services (e.g. housing, revenues, benefits, environmental health, licensing, planning) and will primarily focus on establishing the joint teams delivering customer contact and mobile activity for those services. However, new joint casework and specialist teams will also be established during this phase.

Phase Three will build on Phase Two and will see the casework and specialist teams more fully established, as new technology and business processes become available.

Support services will continue to be the subject of ongoing review through the three phases and it is expected that all support services will be shared and integrated by Phase Three at the latest, with any changes made under the Chief Executive's delegated powers.

Future progress reports will present a status for each workstream, as well as a summary of progress for the current phase of the programme.

2.6 Communications

A great deal of work has been put into communicating with staff about the

programme. This has included:

- Six staff briefings led by the Leaders on 26/27 May
- Intranet based 'FAQs' answering more than 180 questions to date
- Monthly email based Corporate Briefings to all staff
- Face to face briefings to eCMT June / September
- Three 'Understanding More' face to face staff briefings in July
- Face to face JTP Launch briefing to Managers' Forum on 21 Sept
- Six JTP Launch briefings with video presentation during Sept/Oct
- Staff Consultative Forums in July and September

3.0 Looking Ahead

3.1 The next update to Cabinet will be towards the end of Phase One. Between now and then we will:

- Work with staff and members to develop a joint vision and values for our shared services.
- Agree and recruit to a new structure for management and for strategy and corporate teams.
- Involve staff in the programme and develop strategies to support them through the change.
- Start early service redesign work, involving and engaging staff.
- Join up our ICT networks to enable common ways of working between Lewes (Southover House) and Eastbourne (1 Grove Road).
- Delivery a joint telephony system.
- Lay the foundations for our core joint systems

4.0 Consultation

4.1 Staff and Union Consultation

As summarised at paragraph 2.5, we have communicated with staff and staff representative groups throughout the mobilisation period. 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.

In January 2017, the first formal consultation will take place on the new roles and teams to be recruited to in Phase One.

4.2 Legal Consultation

Legal Services have been involved throughout the mobilisation period in the key procurement activity.

5.0 Equality and Diversity

5.1 The JTP Equality and Fairness Forum is currently being set up and will lead the equalities analysis of Phase One proposals.