

Body: Cabinet

Date: 21 March 2018

Subject: “Stronger Together” Joint Transformation Programme Update

Report of: Assistant Director for Human Resources and Transformation

Cabinet member: Councillor Dean Sabri

Ward(s) All

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

Decision Type: Non-key decision

Recommendation: It is recommended that Cabinet notes the progress of the Joint Transformation Programme, specifically Phase 2 activity, and the decisions made by the Programme Board.

Reasons for recommendation: To note the progress of Phase Two of the Joint Transformation Programme and the decisions made by the Programme Board.

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1. 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.
- 1.2 This is a major change programme for both councils and a significant contributor to the 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.
- 1.3 Cabinet approved the three phase delivery of the Programme, Phase 1 commenced in September 2016, Phase 2 commenced in April 2017 and the timeframe for Phase 3 will be determined over the next reporting period. This update outlines the progress made from November 2017 to February 2018, looks ahead to the plans and activities for the coming three months and outlines key decisions made by the Programme Board.
- 1.4 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 additional Corporate Management Team (CMT) members and the Joint Transformation Programme Manager. The last meeting of the Programme Board took place in January 2018.

2. Programme Activity November 2017 – February 2018

2.1 Phase 2

Activity within this reporting period centred on Phase 2 of the Programme, which aims to create joint teams to deliver the majority of public facing services, with the exception of the following services which are out of the scope of the Programme and are subject to separate reviews/programmes:

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

2.2 The Phase 2 recruitment process concluded at the end of November 2017 following over 400 interviews. This process was followed by activity to plan the mobilisation and transition for the new teams with all newly appointed staff moving into their new posts from 1 January 2018. In line with the councils' duty to minimise redundancies, to safeguard continuity of employment where possible and in accordance with the principles agreed by the Programme Board, the number of compulsory redundancies resulting from Phase 2 was limited to 4 (2 of the members of staff affected are Eastbourne Borough Council employees). The members of staff unsuccessful in securing a new post are being supported by HR colleagues.

2.3 In recognition of the councils' duty relating to redundancies and in line with best practice, recruitment to any vacant posts within the teams in scope was paused throughout Phase 2. As a number of vacancies remained upon conclusion of the internal process, external recruitment commenced so that the posts could be filled as early as possible to support effective transition of the teams to the new ways of working. At the time of writing this report, applications have been received for all the vacant posts and the outcome of the process will be confirmed once known.

2.4 Transition

The first of the Phase 2 transitions took place in January 2018 and starts the process of the shared teams adopting the new ways of working enabled by technology. Throughout the transition process for each team, robust support measures are put in place to ensure any issues impacting performance are identified and resolved as quickly as possible and to ensure all opportunities for learning for subsequent transitions are exploited fully.

2.5 The remaining Phase 2 transitions will take place over the coming months and will conclude in June 2018.

2.6 New Technology

In order to achieve the efficiencies and service improvements set out in the business case, the Programme will deliver considerable changes in technology that will enable the scale of transformation needed by the councils. In this reporting period, the following have been delivered:

- The migration of staff to the new network has been completed. At the time of writing this report, there is a plan for the migration of councillors to be completed in March 2018 and to be issued with new tablet devices that enable secure connection to Eastbourne Borough Council networks in

compliance with the General Data Protection Regulations which come into effect in May 2018;

- The new joint website (www.lewes-eastbourne.gov.uk) which launched in November 2017 continues to develop and become the main point of contact for many customers. Initial results indicate an increase in the number of online transactions being completed; this demonstrates a positive direction of travel towards channel shift and the aspiration to be digital by default;
- “Report It Lewes and Eastbourne”, the new joint app for reporting environmental issues (ie. littering, fly-tipping, dog fouling), launched in February 2018. The new app will be promoted in the April edition of Eastbourne Review and will be accompanied by wider advertising across the borough;
- The new joint intranet launched in February 2018. It is a single point of reference across the councils for the most up to date and accurate information to support councillors and staff in their roles. As the most used part of the former intranet, the new phone book is helping councillors/staff communicate with their colleagues; and
- Continued work to implement the key technologies and systems to support the joint teams in their new ways of working.

2.7 As reported to Cabinet in the last update, discussions have taken place with Civica, our strategic technology provider, to ensure the readiness of the technical elements of the Programme in alignment with the transition plan. These discussions continue and the challenges, which are to be expected in a Programme of the scale and impact of the Joint Transformation Programme, are being managed and monitored to ensure any impacts on service delivery and staff are mitigated.

2.8 Key Decisions by the Programme Board

In the last Programme Board meeting, the Board received an update on the key Programme workstreams and the outcome of the Phase 2 recruitment process along with detail on the plans and proposals for the coming months. The Board approved the proposal to phase the rollout of the digital mailroom; an initial focus will be on the outbound mailroom solution (as the more straightforward aspect of the deployment, it will enable the teams to become familiar and confident with the system/technology) and the more complex inbound mailroom solution will be delivered towards the end of 2018 (specific dates will be confirmed to Cabinet). The lessons learned from the outbound solution process will be applied and will provide greater confidence when implementing the inbound solution.

3. **Next Steps**

3.1 Over the coming months, activity will focus on making a success of the remaining Phase 2 transitions and embedding the technologies integral to the new ways of working in the joint teams. Colleagues within the Programme Office and across the councils are working collaboratively to ensure the effective transitions. As the transitions progress, activity will shift to exploring and planning opportunities to exploit further the new technologies and business process to deliver fully on the planned improvements and efficiencies.

3.2 To ensure the Programme continues to move at pace to deliver the required

transformation and savings, officer discussions on the potential options and timescales for Phase 3 have commenced. Once established, proposals for consideration will be set out in a business case for Cabinet.

4. Consultation

- 4.1 There are no current proposals for formal consultation with staff and staff representative groups. The Joint Transformation Programme Staff Consultative Forum continues to meet on a bi-monthly basis, engaging a range of staff representatives, including UNISON.

5. Financial Implications

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

6. Legal Implications

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

7. 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 and the Programme Assurance Panel.

8. Equality and Diversity

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.

9. Conclusion

The Programme remains on budget with overall Phase 2 milestones on track. Essential elements of the technology to underpin the transformation are being deployed successfully and there continues to be a need to prioritise and closely manage the remaining technologies to deliver full benefits realisation.

Background Papers

None