

Transformation Service

Service Action Plan

2012/13

Introduction

This plan is an active document that will be reported against every six months via the Service Delivery Programme performance report. All staff that are part of the Service should have an opportunity to contribute to its creation and any new staff joining the Service should be made aware of this document as part of their induction.

Divisional Director	Angela Parratt
Lead Portfolio Holder	Paul Crossley
Staffing Establishment (2012/13)	3

Scope of Service (size, proportions and activities)

The Transformation Service comprises two service areas. One is concerned with the Council wide Change Programme. The other is management of the Councils strategic partnership with Mouchel and within this, specifically, the role of IT Client for the Council.

Change Programme

The Council's Change Programme is constantly reviewed and programme managed. The programme focuses on:

- joining up public services - so that strategic planning, community engagement and customer interaction is simpler and even more effective
- designing services around the needs of individual customers - to remove waste, provide choice and improve customer satisfaction
- meeting the stringent financial challenges - that are facing local government as the major squeeze on public expenditure starts to bite

The Change Programme is fundamental to the achievement of some of the Council's main efficiency targets and is scheduled to deliver £8M of recurring annual saving by the end of the next 3 years. It has already delivered over £3M so is on target, however the complexity of some of the changes does increase as the programme develops. The emphasis will increasingly require cross departmental co-operation.

The Change Programme comprises 3 primary work streams within which there are 16 separate programmes of work. Workstreams are led by a Strategic Director whilst programmes are headed up by Divisional Directors.

The Transformation Service is actively engaged with all of these programmes at different levels. Activity extends from governance activity within the programme management office, to participating in design of programmes, to directing and managing some of the work.

Work stream	Resources	People & Communities	Health and Wellbeing
Strategic Director	Andrew Pate	Ashley Ayre	Ashley Ayre and Jeff James (CEO Wilts NHS)
Programmes & Divisional Director leads	<ul style="list-style-type: none"> • Customer Services – Ian Savigar • Community led commissioning – David Trethewey 	<ul style="list-style-type: none"> • Academies – Tony Parker • Review of LEA role – Tony Parker • 11-19 Services – Tony Parker 	<ul style="list-style-type: none"> • Public health – AA/JJ • Commissioning role (post NHS reforms) - Mike Bowden

	<ul style="list-style-type: none"> • Support services future delivery – all Resources DDs • All enabling programmes – see below 	<ul style="list-style-type: none"> • Children’s Social care – Maurice Lindsay 	<ul style="list-style-type: none"> • Community services - creation of provider arm (Sirona) – Jane Shayler
Enabling programmes			
<ul style="list-style-type: none"> • workplaces/office accommodation/flexible working – Tom McBain • communications and organisational development – Dave Thompson • processes and systems inc. lean ‘systems thinking’ reviews and ICT – Angela Parratt • finance including medium term planning and service prioritisation – Tim Richens • procurement – Jeff Wring 			

In addition to the financial savings, other achievements by the work streams to date include:

- Supporting most of our secondary schools, one special and one primary school to become Academies
- A community-based social enterprise (Sirona) was established in October to look after local health services for children & adults and social care for adults and is now trading independently – as well as improved services, this is expected to deliver around £10m savings over the next 5 years
- We continue to work closely with the new GP consortia to understand local people’s health needs so that together we can commission the right health and community care services for the area
- A People and Communities Directorate has formed in the Council to commission health and social care for adult and children, bringing together education, social care & health for adults and children and Public Health
- Inland Revenue staff now work alongside Council staff in the One Stop Shop in Bath
- Refurbishment works at The Hollies are underway improving the one stop shop in Midsomer Norton and also Council offices, improving the intensity of use of the building
- Lewis House has been refurbished - it’s new redesigned and denser occupation has facilitated the disposal of 2 other buildings
- We have closed our Plymouth House and Trimbridge offices and relocated staff to other buildings
- We are increasing income to the Council by charging fairly for some services that are currently subsidised
- We have formed a partnership with Bristol to improve procurement; this workstream has identified £1.2m of a target £2m in savings to date

Examples of success in the Process and Development work stream (managed by the Transformation Service) are that two lean reviews have achieved national recognition. This is testament to the Leadership shown by the service managers in driving forward changes that are developed by the staff that do the work, it is the staff that do the service re-design.

Children’s Social Care Services contributed to the national review of children’s social care by Professor Eileen Munro and were cited in her Final Report; service managers were invited by Professor Munro to speak at the London School of Economics about what they have done and what they are doing that is

better and different in terms of service delivery.

The **Highways** lean review has also achieved national attention and the Council's Highways Manager has been asked to help drive the work of HELG (Highway Efficiency Liaison Group). Finally, the Highways service this year achieved such impressive customer satisfaction results in a national survey, that the manager was invited to present at the National Conference in October

ICT

The Council spends in total about £8m per year on IT, one third of which is controlled centrally. The high number of services provided by the Council has almost inevitably led to a high number of systems requiring to be maintained and supported.

With the advent of Academies and Sirona, a new administration whose Objectives have a reliance on ICT, the Change Programme which is dependent upon new technology and central Governments new ICT Strategy; the ICT we provide, how we provide it and at what cost, must change. This will be captured in a new ICT Strategy to be produced early 2012.

As the organisation shrinks and services are delivered differently, our IT estate must also shrink proportionately. An Enterprise Architecture review has just been completed which highlights some priority actions in all the above areas and others including master data sets, common systems, inter-operability and more centralised governance of all IT spend across all service areas. This has informed the Support Services Target Operating Model (TOM) which has been agreed by Change Board.

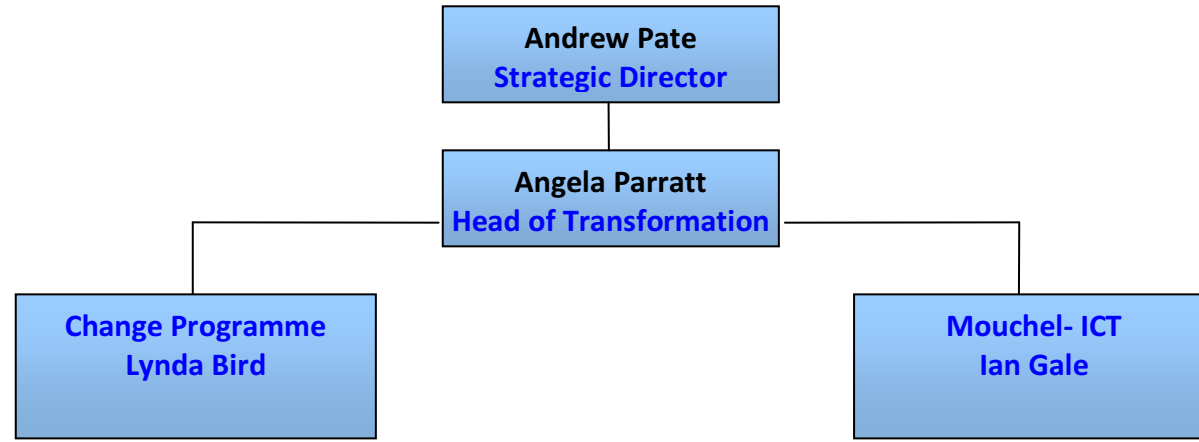
There are a significant number of changes required of ICT over the next few years. 2011 has been about preparing for and gathering information to enable us to develop the right strategies to support Council service delivery, as the Council itself changes. Work includes: an Enterprise Architecture review, various savings and efficiency initiatives, Keynsham New Build ICT Vision, Customer Services ICT Vision. These are discussed further under the Service Delivery heading.

Some of the achievements made this year in ICT – aside from normal business as usual - include:

- Continuing service delivery to Sirona as it separated from the Council (and PCT)
- Initial analysis of spend and all systems
- 10% reduction in spend on core contract with 12.5% reduction planned for 2012
- New IT solutions for Councillors introduced and an on-going improvement plan in place
- Successful major system upgrades
- New target operating model defined
- Demand challenge introduced to reduce ad-hoc IT expenditure by over 50%
- Review of IT Architecture undertaken and roadmap produced.
- Prioritised portfolio of investment in IT infrastructure

- Increased professionalism in IT service management, procurement and specification
- Develop suite of online Payroll eForms to assist all managers and staff
- Upgrade 2300 PC's with Office 2010 and Internet Explorer v8
- Develop suite of online Payroll eForms to assist all managers and staff
- Move 400 staff and PC's as part of Workplaces

Management Structure of Service



Service Manager functions	
Lynda Bird	Ian Gale
Programme management office support to Change Programme	Performance manage IT service delivery by Mouchel
Programme manage Support Services input to corporate initiatives e.g. Sirona, delivery of new Support Services Target operating Model	Gatekeep-with Mouchel - IT spend
Manage Government Connect on-going accreditation and conversion to Public Service Network with Mouchel and Information Security	Oversee Enterprise Architecture work and implementation as part of IT strategy implementation
Manage projects and programmes as part of delivering the Transformation Service Plan	Manage projects and programmes as part of delivering the Transformation Service Plan

Customer Profile

Outline who your main customers are, e.g., service users, residents, other council services, officers, members, partners etc

- Change programme work streams
- Directly and indirectly - Customers and service users, residents and visitors, Services, Members, officers partners and suppliers.

Are there any specific customer needs that require your service to change?

- For all services and for Councillors, IT solutions need to become more flexible, mobile, quick/easier to change
- Change programme – changes to ICT are needed to meet the aspirations of individual programmes
- External IT influences e.g. Francis Maude statement on central Government IT strategy
- Central Government requirements for security – there is the potential that these could be at odds with the Government IT Strategy.

Service Delivery

Planned improvements to service delivery in 2012/13

Achievement of Change Programme objectives and financial benefits by supporting delivery of the roadmap for 2012 as:

- Introduce a council-wide employee volunteering scheme that will deliver significant local benefits
- Start the transfer of responsibility for Public Health from NHS B&NES to the council
- Work with the GP consortia to provide leadership on local health issues
- Complete the refurbishment of the Hollies so more staff can work there, delivering services to local people
- Start on-site work at the Keynsham re-generation project, which includes new retail, One Stop Shop for public services, library, community space and new offices on the Town Hall site
- Relocate the Bath One Stop Shop from the Guildhall to Lewis House and improve the facilities especially for Council partners so a whole range of public services can be accessed in one place
- Integrate into these One stop Shops staff from Council Connect and partners over time such as Citizens' Advice Bureau, Health, Police, Revenue and Customs (HMRC) and other organisations
- Set up one or more joint ventures to take forward the Council's main development sites in Bath and elsewhere as a means of developing a more vibrant local economy
- Continue to support schools as they convert to become Academies
- Transform the Local Education Authority into an organisation that commissions services, rather than one that directly provides them
- Ensure our IT, payroll, audit, transactional finance, and human resources services are delivered by the best organisations in either the public or private sector, provide excellent value for money and flex as the shape of the Council changes
- Centralise and standardise the council's finance service and finance support

- Deliver a further £3.2m additional annual savings through the Change Programme – that’s more than £6m built up over two years
- Continue to update and refine Change Programme governance arrangements to ensure the leadership of the programme remains clear
- Continue to support the design and implementation of work streams within the Change Programme.
- Enable any further systems reviews that are agreed including those that flow from the customer services workstream.
- Continue to support Childrens Services as it progresses through the final stages of its lean review

ICT

A refreshed ICT strategy and roadmap will be delivered in 2012 to guide savings and investment.

- Reduced spend across the Council on ICT of £1m pa in 2 to 3 years time
- IT across the organisation will be simplified, standardised where it is appropriate to do so and shared i.e. more people will use the same systems but tailored to meet their needs.

The programme will take account of delivery of the following.

Strategy and change driver	Deliverable(s)	Changes we now need to introduce in ICT
Enterprise Architecture review	<ul style="list-style-type: none"> • Architectural principles • Enterprise Review • Year 1 Roadmap 	<ul style="list-style-type: none"> • Stop the on-going proliferation of IT in the Council by setting principles any ICT investment must meet • Makes recommendations to improve ICT governance and management • Highlights need for strong, central control over IT, IT decision making and spend & data and information management • Identifies core capabilities we need to operate as a Council (across services) • Makes recommendations on master data sets we need in place • Outline of where we should start to begin addressing our ICT issues and to optimise our ICT investment(s) by carrying out application rationalisation
MTSRP process	Saving of £350K required against central spend on ICT	<ul style="list-style-type: none"> • Reduced spend on central IT costs – 12.5% • Assumed to also be required in each subsequent year
	Savings of c£1m across all Council services required against ICT spend	<ul style="list-style-type: none"> • Reduced spend - savings stay in service budgets • Achieved in 3 years
Support Services Target operating Model	New TOM for ICT service delivery (consistent with EA work)	<ul style="list-style-type: none"> • States impacts for services of proposed changes in ICT • Identifies where FTE savings reside in services in relation to a number of processes

<p>Change Programme ICT requirements</p> <ul style="list-style-type: none"> • new technologies • new systems & solutions • working with partners (HMRC Health Sirona and others...) 	<ul style="list-style-type: none"> • Keynsham New Build ICT Vision • Customer Services ICT Vision including new case management system and corporate website with transactional capabilities • Community led Commissioning (knowledge management) • Flexible working – tools for the job review • We may wish to share our network with Partners to deliver joined up services • We may wish to support communities e.g. with community websites/webpages • Operational service IT changes e.g. as a result of the Academies Bill 	<ul style="list-style-type: none"> • The right tools and technologies in place to support delivery of how the Council will be organised and will operate in future. Includes: • Resilient, modern and dynamic website, easily changed • Ability to transact including financially over the web for services • Thin Client desktop environment to support DEC A rating in Keynsham building – pilot will begin early 2012 with full rapid deployment shortly after • The ability to share with partners and use information to ensure we commission the right services for citizens, in the right places • As/if demand for ICT services shrinks, then ICT infrastructure and support must also reduce
<p>Central Govts ICT requirements</p>	<ul style="list-style-type: none"> • Public Services Network • Francis Maude – ICT Vision 	<ul style="list-style-type: none"> • Next step after Govt Connect • Stated outcomes <ul style="list-style-type: none"> • citizens – by delivering better public services digitally • government departments – by directly supporting them to live within their budget settlements by improving the efficiency and quality of our ICT • businesses – by creating a fairer, open and competitive government ICT marketplace that removes barriers to SME participation and supports innovative and agile ICT solutions.
<p>New administrations Vision & Objectives</p>	<p>See detailed outcomes especially Stronger Economy and Resilient Communities</p>	<p>ICT underpins</p>
<p>Mouchel contract extension proposal</p>	<p>Proposals for new ICT and Peoples Services until 2018</p>	<p>Desired outcomes</p> <ul style="list-style-type: none"> • Financial savings • Flexible and scalable services • Same or improved services

Areas of the Service that are to be stopped or reduced in 2012/13 (due to budget pressures / change in focus etc)

Reductions are being made in IT budgets to meet savings targets

External influences / pressures that could impact on service delivery during 2012/13 (excluding budget pressures)

- Central Government ICT Strategy
- Public Service Networks – replacement for Government Connect

Service Costs

Explanation of Service costs (including areas of high spend and growth / investment)

Investments for 2013/14 will be funded from within existing budgets and / or by an invest to save business case proposal. Investments include for Lean reviews and changes to IT.

Value for Money improvements - planned efficiencies / savings to be made during 2012/13

- Continued delivery by change programme work streams (roadmap) and savings of £8m
- £350k reduction on central IT spend (equivalent to 12.5%) and
- £1m to be saved across all Council services on IT spend in 3 years. Work programme begins in 2012, starting in Support Services.

Summary from Medium Term Service & Resource Plan

MTS&RP Items	2011/12 (for comparison) £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Opening Budget	-302	-520	-794	-874
Removal of one-offs	0	0		
Service Proposed Base Reductions to Balance Budgets	-247	-350	-82	-96
Service Proposed Growth	67	76	2	2
Proposed Base Budget	-482	-794	-874	-967
Target Budget	-784			
Deficit / (Surplus)	302			
Additional Stretch Reductions	0			
In Year Adjustments	-38			
Proposed Overall Budget	-520	-794	-874	-967

Workforce Planning

Organisational Development: Implementation of 'future organisational model':

- The Transformation Service already has an established client role and the nature of the work carried out in this service requires staff to operate at all levels in continuing to develop this.
- Additional resources that are required for specific projects will continue to be brought in on a temporary basis, chosen for their expertise in the subject area. The role of this service is to support the work stream leaders of the change programme to meet their future state, accordingly service staff are contributing to OD on a daily basis.
- Job re-design may become a requirement as work plans roll out.

Leadership and Management Development:

- Plans started to develop in 2011 for a systems thinking cohort. This work was been put on hold temporarily and will resurface again in 2012.
- The intention is to enable managers and leaders to view the services they deliver from a customer point of view to help them redesign service delivery so that it meets customer requirements and needs and can be delivered more efficiently.

Skills & Competencies

- Commercial skills in procurement and contract management need to be further developed as ICT is procured by all service areas.
- An ICT skills development programme that is targeted to meeting Member and officer needs, differentiated to meet differing needs, will be developed in 2013
- Some specific skills may not exist in-house currently (typically around specific technologies) – these would be bought in and staff would learn alongside the experts as part of implementation so that we can support ourselves on an on-going basis
- How ICT users are supported and how systems administration is managed is likely to change and opportunities will be taken to bring together common skills in these areas.
- There are not enough resources in the Transformation Service currently to manage the plan of works for 2012, some temporary staff will need to be recruited.

Recruitment & Retention	<ul style="list-style-type: none"> • Recruitment into the areas this plan indicates is not expected to be challenging, evidenced by market research. Whilst we also anticipate that sometimes in order to secure really excellent skills this may carry a premium, this secures earlier payback of benefits. • Removal of the default retirement age is not likely to impact on resourcing in these service areas.
Identified needs that cannot be addressed at service level/may be more difficult to address at this level	<ul style="list-style-type: none"> • None at this time

Equalities

We are committed to the Council's core value of ensuring there is equality of opportunity through employment and service delivery. We are committed to promoting equality and eliminating discrimination on the grounds of age, disability, faith/religion or belief, gender including transgender, marital / civil partnership status, race, colour, ethnic or national origin and sexual orientation. Equality Impact Assessments (EIA) are carried out on all service changes and actions to mitigate impacts. **Please follow the link to the appropriate EIA . [equality impact assessment: financial plan](#)**

Key Service Priorities 2012/13

It is important to show how each service priority links to the new Corporate Plan, in particular the four strategic objectives and high level outcomes set out in the table below. At the end of each priority, services **must** indicate whether it will contribute to an objective and add the reference letter for each outcome it will help to deliver.

Objectives	Outcomes	Ref
1. Promoting independence and positive lives for everyone	Children and young people enjoy their childhood and are prepared for adult life.	A
	Schools develop and extend their role in the local community	B
	Youth Service works with the community to provide opportunities to support and develop young people	C
	Older people are supported to live independently.	D
	The people most in need are supported to live full active lives.	E
2. Creating neighbourhoods where people are proud to live	Where people feel safe	A
	There are decent affordable homes in private and social sector	B
	Clean streets and open spaces	C
	Where people are able to travel easily with reduced traffic congestion and pollution	D
	Where local people actively lead the delivery of improvements in their community	E
	Where there are opportunities to participate in sports, leisure and cultural activities	F
3. Building a stronger economy	With a broad range of job and employment opportunities	A
	With a strong local business sector, tourism, and local shopping	B
	Key development sites are delivered to increase the number of local businesses.	C
	A diverse economy with growth in the low carbon, knowledge creative, and ICT industries	D
4. Developing resilient communities	Where local people have developed their skills and use them to improve their community	A
	Where decisions are made as locally as possible	B
	Where there is easy access to public services and local amenities.	C
	Communities have adapted to changes in our climate and are not dependent on high carbon energy	D
	Recycling and reduction in waste continues to be extended	E

Priority 1:		
Details of Service Priority	Achievement of Change Programme objectives and benefits	
Impact on local community	<ul style="list-style-type: none"> • Programme benefits including £8m annually recurring savings • Benefits arising from change programme work streams as <ul style="list-style-type: none"> • joining up public services - so that strategic planning, community engagement and customer interaction is simpler and even more effective • designing services around the needs of individual customers - to remove waste, provide choice and improve customer satisfaction • meeting the stringent financial challenges - that are facing local government as the major squeeze on public expenditure starts to bite <p>Community impacts will be delivered by the work streams within the change programme.</p>	
Groups of service users affected	All	
Key Activities (add more lines as appropriate)	Timescales	Performance Measures
Continue to update and refine Change Programme governance arrangements to ensure the leadership of the programme remains clear and continue to support the design and implementation of work streams within the Change Programme.	Completes 2014/15	Achievement against plans and benefits delivered
Enable any further systems thinking (lean) reviews that are agreed including those that flow from the customer services work stream or following requests from service areas	2012 - 2013	Designing services around the needs of individual customers - by removing waste, providing choice and improving customer satisfaction
Continue to support Childrens Services as it progresses through the final stages of its lean review	2012	<ul style="list-style-type: none"> • Refer to Childrens service plan • Completion of the Childrens Social care lean review
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	A, B, C, D, E

2. Creating neighbourhoods where people are proud to live	Y	A, B, D, E
3. Building a stronger economy	Y	C
4. Developing resilient communities	Y	B, C

Priority 2:		
Details of Service Priority	A refreshed ICT strategy and roadmap will be delivered in the first quarter of 2012 to guide savings and investment and activity	
Impact on local community	ICT supports all Change programme work streams to achieve their outcomes which will make a difference to our communities in terms of how, where and when we commission and deliver services and make those services available.	
Groups of service users affected	All	
Key Activities	Timescales	Performance Measures
IT across the organisation will be simplified, standardised where it is appropriate to do so and shared i.e. more people will use the same systems but tailored to meet their needs	April 2012 2 to 3 year programme	<ul style="list-style-type: none"> Strategy and a prioritised programme for delivery, resourced and costed Reductions in system numbers and costs across the Council
Reduced spend across the Council on ICT of £1m pa in 2 to 3 years time, starting in Support Services(i.e. reduced IT spend by services, not the IT Client)	2 to 3 year programme	£1m cost savings on cross Council ICT spend
WorkPlaces, Customer Services and Community led commissioning ICT visions to be turned into costed & resourced delivery plans	April 2012	Plans developed and approved by appropriate governance groups
Contribution to Strategic Objectives – please indicate which of the Corporate Plan objectives and outcomes this priority will contribute to:		
Strategic Objective	Contributes – Y/N?	Relevant Outcomes
1. Promoting independence and positive lives for everyone	Y	A, D

2. Creating neighbourhoods where people are proud to live	N	
3. Building a stronger economy	N	
4. Developing resilient communities	Y	B, C

Appendix 1 – Key Performance Measures and Targets 2012/13

Service Priority no	Key Measure(s)	2012/13 Target(s)	Strategic Objective(s)	Outcomes(s)
1	Achievement of Change Programme objectives and benefits Continued delivery by change programme work streams (roadmap) and savings of £3.2m Meet MTSRP targets Deliver Change Programme roadmap	<ul style="list-style-type: none"> £3.2m change programme savings Delivery of roadmap 	Refer to detail of Priority 1	Refer to detail of Priority 1
2	<ul style="list-style-type: none"> Refreshed ICT strategy and roadmap Reduced spend across the Council on ICT whilst maintaining service levels IT across the organisation will be simplified, standardised where it is appropriate to do so and shared i.e. more people will use the same systems but tailored to meet their needs 	<ul style="list-style-type: none"> 12% cost reduction on contracted spend 33% of £1m target reduction in IT spend by services across the Council 1 IT KPI performance maintained 	Refer to detail of Priority 2	Refer to detail of Priority 2