Committee and Date	Item
Council 21 July 2011	**7** <u>Public</u>

Councillor Martin Taylor-Smith –
Portfolio Holder for ICT, Transformation and Organisational Development

1. Summary

This paper summarises progress to improve the Council's use of ICT and delivering service transformation. It also provides information on key objectives over the next 12 months.

2. Recommendations

That Council approves the Portfolio Holder Statement.

REPORT

3. Risk Assessment and Opportunities Appraisal

Opportunity Risk Management is embedded within the transformation programme governance and monitoring arrangements.

4. Financial Implications

Any financial implications arising from options appraisal for ICT, Asset Management and/or New Ways of Working will be approved by Cabinet in the context of the Medium Term Financial Plan (MTFP).

5. Background

5.1 The Council's programme of transformation has been agreed in outline by the Senior Management Board and Cabinet (appendix 1). This is mapped to the strategic plans for the Council and to Portfolio Holder areas. A high level critical path is in place identifying priority activities, stakeholders, risks and interdependencies.

5.2 The following sections set out progress against ICT, Customer Contact, Organisation Development and Asset Management – all of which are key enablers to a successful programme of transformation.

5.3 A full report on the programme of transformation is due at Cabinet on 3 August.

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6. __ICT__

6.1 **Progress:**

The ICT Strategy was approved by Cabinet in May 2011 and sets the strategic future direction for the effective and efficient use of technology by the Council. Key progress to date is summarised below.

An ICT Governance Board now meets monthly to oversee progress with input from an ICT Stakeholders Group of Service Managers from across the Council. This group also now includes representatives from the Parish & Town Councils and the Voluntary and Community Sector (VCS). All business 'requests for change' are now subject to a rigorous business case analysis to ensure that all future developments are in line with the strategy, funded and sustainable.

The Council is moving to a Microsoft Exchange platform to deliver a number of tools to improve staff productivity and reduce costs. Replacing the e-mail and calendar programme will start with a number of early adopters (including members of Cabinet and a small number of front line service staff) in July 2011. The phased roll out to all staff and members will start in September. There is a strong focus on the tools being robust and resilient.

The contract for the corporate virtual desktop infrastructure contract has been awarded and is expected to complete by the end of July 2011. This will allow ICT Services to continue to support the "flexible and mobile working" agenda through August/September, enabling staff access to their usual front desktop page via a variety of locations and devices.

Shropshire's Wide Area Network (WAN) upgrade has been completed successfully, facilitating enhanced connectivity between a wide range of users. There is now approval to extend the WAN to the Shropshire Fire Authority, which will enhance connection to Fire Authority satellite sites.

Improving the poor broadband connectivity across Shropshire is critical, both to businesses and communities, and is a continuing priority for the Council. Due to a lack of local commercial incentives, without state intervention Shropshire's economy will not be able to fully develop and compete with other rural counties. Shropshire's bid to develop broadband was submitted to Broadband Delivery UK (BDUK) in May 2011 and an action plan was formulated. Unfortunately, the bid was not successful at that time. However, the Project Team is working closely with BDUK to resubmit proposals, with a decision due in September. Initial soundings are positive and a substantial amount of work is underway to demonstrate the strong local support, including through Facebook, twitter and the creation of a communication website http://www.connectingshropshire.co.uk/.

6.2 **Next Steps:**

- Pursue the goal of comprehensive broadband coverage across Shropshire (as above);
- Successfully implement the Microsoft Exchange software rollout across the Council in line with the agreed phased approach, resulting in 1000 users of the "Desktop anywhere" by July 2012. This will also further enable the flexible and mobile working agenda;
- Implement Microsoft Lync, the unified communication tool for video and voice conferencing, by December 2011. This will feed into the flexible / mobile working agenda, allowing greater options for the choice of location and methods of working;
- Create a central recharge structure for the Microsoft Enterprise Agreement by February 2012. While ensuring needs are met, this will increase the consistency of software used across the organisation, allow control over Microsoft software spending and will identify savings;
- To implement the "paperless committee meetings" solution. Mock cabinet testing will take place in early November 2011 with a view to going live for the November cabinet. This will make identifiable savings of c £90,000 in hardware and c£80,000 in a reduction of paper and print in the longer term;
- To support the business by investigating options for a replacement Customer Relationship Management System (see section 7.2) and improvements to the Finance / HR systems;
- Implement the "Love Clean Streets" solution, where residents can notify us of local environmental issues, allowing the council to be more responsive to meeting their needs;
- To investigate solutions to enhance Document/ Information Management and the provision of Business Intelligence by December 2011. This has the potential to provide operating efficiencies for the council by enabling smarter choices based on real time information;
- Implement a network service for the Shropshire Fire & Rescue Service and further investigate options for shared service ICT delivery in July 2011;
- To further develop the ICT infrastructure to enable the offer of software as a service to other stakeholders and partners e.g. Parish & Town Councils by October 2011;
- To contribute to the shared services agenda of the Council through an internal consolidation exercise that looks to increase the linkages and joint working between ICT, HR and Finance functions; and
- Continuing work to ensure that the corporate technical infrastructure is secure and Code of Connection (co-co) compliant ahead of external inspection (September -December 2011).

7.   <u>Customer Contact</u>

7.1 **Progress:**

A number of key initiatives have progressed, these include: transferring Adult Social Care and Anti-social behaviour calls to the Customer Call Centre;

increasing the responsiveness of the benefits and registrars services; increasing the collection rates on Council Tax and Business Rates; completing a draft strategy for community involvement; beginning to map the market town communities using our Mosaic customer intelligence tool and piloting 'Project Flex' and new ways of working within the Revenues and Benefits Service.

The Business Support Team are preparing an options appraisal for the replacement of the Customer Relationship Management (CRM) system as well as testing e-services for residents around benefits and council tax and an e-mobile solution for the visiting officers in both services.

7.2 **Next Steps:**

- Implementation of E-services to enable self serve on elements of Council tax and Business Rates;
- Implementation of E-Mobile to reduce the need for visiting officers to travel to and occupy a permanent desk space;
- Amalgamation and up-skilling the Customer Care and Involvement Services teams to improve the customer experience by ensuring that all staff can resolve as many customer calls as possible at first point of contact;
- Completion of 'I Spy' to add and consolidate soft data on each market town. This will complement the information in the Council's adopted Place Plans by adding a people focus;
- Completing the mapping of each market town in Mosaic to identify potential customer preferences as a source of intelligence to help future service delivery provision;
- Undertaking a review of Shropshire Citizens Panel to refresh this consultation approach with residents and enabling linkage to the work of service delivery teams across the council;
- Encouraging the migration of Customer Service Centre calls to the web as a more efficient way of delivering services;
- Expanding the use of the Customer Service Centre as a single point of contact by enabling its use with a triage system for calls to children's social care services; and
- Replacing of the Customer Relationship Management system. This will enable the provision of enhanced business critical intelligence and integration with the Council's operational systems, allowing increased resolution at first point of contact. The ICT Governance Board will meet on 20 July to consider a full options appraisal.

8. **Organisation Development**

8.1 **Progress:**

The 'Creating Conditions for Success' element of the transformation programme has been underway for over 12 months and has achieved a significant amount to support the organisation and its staff through change. Examples of key progress made to date are outlined below.

New senior management structures as part of the Council's new operating model are now in place and the target of 30% reduction in senior posts was achieved. A robust redeployment process and governance arrangements are in place to reduce redundancy costs where possible.

After full consultation, Council agreed to staff changes in Terms & Conditions on 23 June with written confirmation having now been issued to staff. This will achieve the necessary savings of £7.046m by 2013/14 to support the Council's Medium Term Financial Plan.

There is on-going work on leadership development and a number of Performance Culture workshops have taken place to establish a set of required staff behaviours that will be used to measure individual performance in the future.

The engagement of staff through change is recognised as critical to the success of the overall programme and a lot of work has been done to establish ways and means of achieving this. For example, the recruitment of 100 change champions who help to communicate key changes to their peers and support the organisation with service redesign work. In addition, APPLAUD, a staff ideas system has been set up to help generate improvement suggestions from the front line and a staff engagement survey has identified key issues for the organisation to address both corporately and within services.

The Council is running a very successful graduate programme, with 6 graduates working across the Council and a further 6 opportunities being offered from September this year. In addition, the Council's apprenticeship offering is being developed.

A staff 'reward' scheme has been launched, which enables staff to obtain discounts form over a 1000 high street stores. Since its launch staff have benefited from savings of around £10,000. Communication plans are in place to further promote the site and ensure that all staff are made aware of potential savings.

8.2 **Next Steps:**

- Implementing an on-line system to support re-deployment and re-skilling, in addition to reviewing the potential for e-Criminal Records Bureau checks (e-CRB) and on-line recruitment;
- Pay and Grading and Performance Management (Appraisal) papers will be presented to Cabinet and Senior Management Board in August detailing a "Perform to Improve" approach;
- Establishing a new 'Centre of Learning' as a training hub for staff in line with core skills required;
- Further work will be undertaken with Shropshire Council partners in relation to a unified approach to talent management. As part of this, we will be establishing a talent pipeline to understand what talent we all have,

what the development needs of service delivery are and what the gaps may be. This will be run in conjunction with workforce planning to ensure that there is robust succession and talent planning in place as well a workforce plan linked to new service delivery models;

- Further strengthen the approach to staff engagement, including the appointment of an Engagement Officer to co-ordinate the work going forward and make best use of the resources available; and
- Apply learning from the pilot mobile working exercise in Revenue and Benefits to help support an acceleration to a more flexible and productive way of working for staff. This will be done in conjunction with ICT and Asset Management.

9   Asset Management

9.1   Progress:

The Asset Management Task & Finish Group has concluded its work to help develop the Council's first Asset Management Strategy. It reports to Performance & Strategy Scrutiny Committee on 1 August 2011 and Cabinet on 3 August 2011. This sets out a strategic and decision framework for all major property and land decisions, taking into account local and national priorities, and includes a set of principles and criteria for rationalising and disposing of assets.

An Asset disposal team has been established, with a commercial disposals surveyor recruited on a six month contract to help achieve the medium term financial plan targets. This involves a multi disciplinary team of officers.

The Capital expenditure programme has been re-profiled for financial year 2011-12 at the end of quarter 1 based on some predicted and planned slippage in the timescales for implementation of work. This in turn re-profiles the capital receipt target for the current and future years.

£1.1m of capital income has been received from disposals in quarter 1 against a target of £500K. Estimated additional receipts of £6m to be realised based on offers received and subject to exchange of contract.

Officers have identified further assets, including leaseholds, which may be available for disposal or release. These are currently subject to property reviews in accordance with the principles and criteria set out in the draft asset management strategy.

Partners have been notified of the Council's Asset Management Strategy with a small number of potential sites currently under review for co-location.

New protocols and procedures have been put in place to ensure that all major property and accommodation decisions comply with the Asset Management Strategy. This involves a review of the suitability of land and properties to meet corporate and service transformation priorities with information provided for local Members, senior managers and partner organisations. Property reviews will take place without undue delay informing the decision making

process and involving input from external professionals to achieve the best possible value from the sale or investment.

9.2 **Next Steps:**

- Asset management governance and management arrangements to be agreed by Shropshire Partnership Board by 30 September 2011;
- Shropshire Property Assets Board will be convened with terms of reference, protocols and priorities agreed by 30 September 2011;
- Technology Forge Management Information System will be fully populated with the details of Council assets to enable the sharing and publishing of property review data for officers, Elected Members and partner organisations;
- As part of the accommodation Strategy space utilisation, occupancy and design standards are to be proposed for all future accommodation reviews; including both front and back office functions;
- During September 2011, Corporate and service asset management plans are to be agreed for the 12 month period.;
- In the coming months, asset management awareness and training sessions will be provided for SMB, Elected Members, stakeholders and partners
- Place based asset management plans are to be agreed with partners with defined disposal and co-location targets for each market town;
- Up to 30% reduction in space/ accommodation to be achieved for defined categories of Council and partner accommodation; and
- To ensure that sufficient land and property is identified and set aside for medium to long term Local Development Framework and Local Enterprise Partnership requirements.

10. Additional Information

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)
ICT Strategy; Members ICT Briefing Paper; Draft Asset Management Strategy; Terms and Conditions Council Paper June 2011;
Cabinet Member (Portfolio Holder)   Cllr Martin Taylor-Smith   Cllr Tina Woodward   Cllr Robert Tindall
Local Member   All
Appendices   Appendix 1 – Transformation Programme Framework