

**TO: EXECUTIVE
14 MARCH 2017**

**COUNCIL WIDE SUPPORT SERVICES TRANSFORMATION PROJECT
Director of Corporate Services**

1 PURPOSE OF REPORT

- 1.1 To update the Executive on the outcome of the Plan Phase of the Council Wide Support Services review.

2 RECOMMENDATION

- 2.1 The Executive endorses the Business Case and agrees the Implementation Plan proposed for the 'Do' Phase of the Council Wide Support Services review.**

3 REASONS FOR RECOMMENDATION

- 3.1 The project must move immediately in to the 'Do' phase in order to achieve the required savings for 2017/18 and beyond.

4 ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None.

5 SUPPORTING INFORMATION

- 5.1 Support services play a key role and are essential to service delivery. However if we are to maintain the delivery of front line essential services we must reduce the cost of support services.
- 5.2 Functions in scope are: Finance (including Procurement), HR (including Learning and Development and Health and Safety), Property, ICT and Legal. Performance Management and Business Intelligence fall under the scope of the Council Wide Support Services project but are subject to a separate review which is currently in the Analyse Phase.
- 5.3 There are 196 staff in scope, which equates to 176 FTE.
- 5.4 The project aimed to achieve savings of 10% (£800,000) during the first two years of implementation (2017/18 and 2018/19). It is hoped that a further 20% savings can be achieved during years 3-5.
- 5.5 A Target Operating Model (TOM) has been developed with is a new way of organising how support services are delivered. The different elements of the TOM are: Strategic Centre, Business Partnership, Centres of Expertise and Transaction Hub.
- 5.6 During the Plan Phase it emerged that there is significant crossover between elements of the first 3 categories. Given the size of our Local Authority it was decided to merge those elements into one hub (the Enabling Hub) and staff within that hub may have responsibilities that relate to one or more of those elements.

Unrestricted

- 5.7 Self service will be the default mode for managers and staff and this will be enabled with improved ICT systems and intranet support pages. There will be two hubs of equal importance – the Support Hub (where high volume tasks will sit and most of the new re-engineered, more efficient processes will sit) and the Enabling Hub as detailed above.
- 5.8 Staff for each function will be centralised and co-located. Functional centralisation is the most appropriate model to facilitate future shared services with other partners.
- 5.9 The new model has a number of benefits: it delivers savings now with further savings after 2 years; it's scalable with the changing size and shape of the Council to meet our changing requirements; it improves resilience by aggregating resource; it supports increased professionalism as staff can provide their expertise where it is needed across the Council; it delivers a consistent service across the Council; and it challenges existing ways of doing things and simplifies processes.
- 5.10 New structures for each function have been developed that achieve 10% cost saving against the baseline salary costs and align with the requirements of the new 'to be' processes and the TOM. The structures are shown in Appendix A of the Business Case.
- 5.11 Process mapping of core processes for each functional area was undertaken to develop new, more efficient 'to be' processes. Improved technology is required to facilitate increased self-service and the implementation of the new processes. During the Plan Phase required ICT improvements to functionality have been scoped. Investment is required to improve the intranet, iWork (HR) and Agresso (Finance) and to replace VFire (ICT helpdesk). Funding has been secured to begin these improvements however additional funding may be required. If this is the case, requests will follow the usual procedures.
- 5.12 Significant cultural change will be required across the organisation to support the implementation of the TOM. The success of the new model will be dependent upon managing expectations within the wider workforce and developing the organisation to move to embracing a more independent, self-serve approach.
- 5.13 The TOM achieves the target 10% savings of £759,000. In addition a number of qualitative benefits have been identified by the Board, which are outlined in the Business Case.
- 5.14 In order to achieve the savings target the Council will have to adopt a less risk averse culture. An increased tolerance of risk allows for more efficient processes, which in turn deliver the required savings. CMT have signed off a number of key policy changes that are required to implement the new 'to be' processes.

6 ADVICE RECEIVED FROM STATUTORY AND OTHER OFFICERS

Borough Solicitor

- 6.1 The Borough Solicitor is a member of the project board and has been involved in the development of the Business Case and Implementation Plan. There are no specific legal considerations.

Borough Treasurer

- 6.2 The Borough Treasurer is a member of the project board and has been involved in the development of the Business Case and Implementation Plan. The proposals will achieve the required savings for Council Wide Support Services.

Equalities Impact Assessment

- 6.3 The staff restructure process will follow the council's policy, which has a full EIA completed. An EIA screening will be completed at the start of the Do Phase to consider the equalities issues in relation to the wider workforce.

Strategic Risk Management Issues

- 6.4 The full Risk Log is attached as an appendix to the Business Case. The key project risks include: performance of support services being impacted during the implementation of the new model; support staff and customers find the scale of change too difficult to cope with and staff and managers feel overwhelmed by the change; there is insufficient capacity to deal with the scale of the change programme; an increase in errors as a result of greater use of self service; ICT systems are not sufficiently robust to deliver on expectations within the required timescale; key staff may leave if they are unsettled as a result of the project; and implementation of the new processes and self-service will need to be partially delivered by staff whose jobs are at risk.

7 CONSULTATION

Principal Groups Consulted

- 7.1 Staff, internal service users and Trade Unions have been regularly consulted with during this project. CMT were consulted on 18 January 2017 and endorsed the recommendations of the project board. The Senior Leadership Group was consulted at the Gateway Review on 23 January 2017 and also endorsed the recommendations.

Method of Consultation

- 7.2 Staff and internal service users have been consulted via written and face to face briefings and a series of workshops. Trade Unions have been consulted via regular meetings with the Chief Officer for HR and the Director of Corporate Services. A presentation was delivered to CMT on 18 January 2017 and to the Senior Leadership Group at the Gateway Review on 23 January 2017. A presentation was also delivered at Executive Briefing on 30 January 2017.

Representations Received

- 7.3 Included, where appropriate, in the final Business Case.

Background Papers

Council Wide Support Services Business Case
Council Wide Support Services Implementation Plan

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