



Transformation Programme / Plan Phase

Council Wide Support Services

Plan Phase Business Case

Issue Date: January 2017

CONTENTS

- 1 Strategic Justification 4
 - 1.1 Introduction..... 4
 - 1.2 Structure and content of the document..... 4
 - 1.3 Organisational overview 4
 - 1.4 Council plans..... 6
 - 1.5 Existing arrangements..... 7
 - 1.6 Existing costs 7
 - 1.7 Business needs and assets 8
 - 1.8 Key service requirements 9
 - 1.9 Outcomes..... 9
 - 1.10 Gap Analysis.....10
 - 1.11 Key Benefits.....12
 - 1.12 Dis-benefits14
 - 1.13 Key risks and Issues14
 - 1.14 Constraints.....14
 - 1.15 Dependencies15
 - 1.16 Gateway reviews.....16
- 2 Economic Justification18
 - 2.1 Introduction.....18
 - 2.2 Long-listed options18
 - 2.3 Initial Evaluation19
 - 2.4 Options appraisal – Option 120
 - 2.5 Qualitative benefits criteria26
- 3 Sourcing Arrangements28
 - 3.1 Introduction.....28
 - 3.2 Type of sourcing.....28
 - 3.3 Human resources implications.....28
 - 3.4 Implementation approach **Error! Bookmark not defined.**
- 4 Financial Justification.....29
 - 4.1 Introduction.....29
- 5 Management Arrangements for the Plan and Do phases.32
 - 5.1 Introduction.....32
 - 5.2 Programme management arrangements32

5.3	Project management arrangements for the plan phase.....	32
5.4	Gateway review arrangements	33
6	Authorisation.....	34
6.1	Authorised by:	34
	Appendix A: New Structures.....	34

1 STRATEGIC JUSTIFICATION

1.1 Introduction

This Business Case is for the Council Wide Support Services project and has been prepared during the Plan Phase of the project. This business case will be updated throughout the 'do' implementation phase of the project as details are confirmed.

1.2 Structure and content of the document

This document is made up of the following sections:

- the **strategic justification** section. This sets out the strategic context and the case for change
- the **economic justification** section. This demonstrates that the organisation has selected a preferred option or shortlist of options, which have the potential to meet the existing and future needs of the Council.
- the **financial justification** section. This highlights likely funding and affordability issues.
- The **sourcing arrangements** section. This outlines the sourcing approach(es) for the project, both those in scope of this business case, but also sourcing plans for the future.
- the **management arrangements** section. This sets out how the project will be managed in accordance with accepted best practice and the Transformation Programme governance and methodology, and includes an implementation plan for the do phase.

1.3 Organisational overview

The project covers the provision of Council-wide support services (excluding administrative support) which support the effective management of the organisation and identifies those which are essential to the Council's continued effective operation. It will provide options for the most cost effective delivery of these service models which align with the Council's current circumstances and the requirements to be placed on it over the next 4 years.

The principle aim of the project is to achieve significant reductions in the cost of council-wide support services from 2017/18 onwards by:

- Determining which council wide support services are required by the Council.
- Providing guidance on the options for the most cost effective forms of provision of these services, including the potential benefits of joint working, allowing for the potential significant changes to the Council, and also looking for innovative ways of service delivery.
- Reducing demand for support services and increasing the self-reliance of managers and staff where appropriate.
- Advising on the most cost effective cross Council organisational models for service delivery, both internally and externally.

- Advising on the advantages and disadvantages of each model including their impact on service resilience.
- Assessing the impact of changing from the current model including the financial and staffing impact.
- Identifying any barriers and constraints to achieving change.
- Identify the potential areas for future reviews of these services and possible timeframes for these.

The services in scope are as follows:

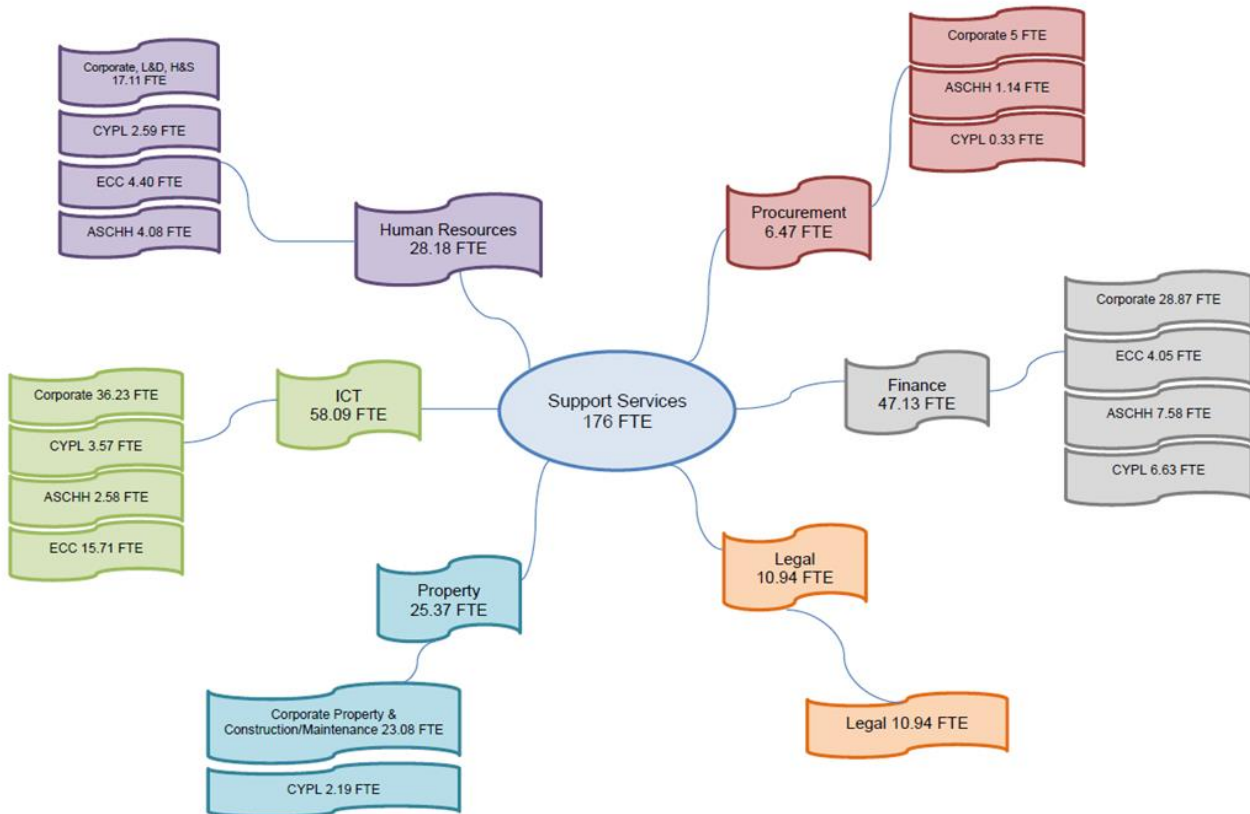
- Finance
- HR
- ICT
- Property Services
- Legal Services
- Procurement

Performance Management and Business Intelligence are in scope for the council wide support services review, however they form a separate work stream and are therefore not included within this Business Case but will be reported on at a later date.

Administrative functions are excluded, but admin support for key business processes within the support services is included in scope. Democratic Services are excluded from this review as they principally support the political decision-making process and will be subject to a separate review.

There are 176 FTE staff in scope (excluding staff supporting schools). The following spidergram lists the staff in scope by function and department:

Spidergram for CWSS – Functions and staff numbers in scope
01 September 2016



NB This diagram excludes support to schools

1.4 Council plans

The new Council Plan developed in 2015 set the framework for 4 years of financial reductions. The new narrative focuses on delivering core services well, prioritising those who are most vulnerable, increasing community self resilience and early intervention and prevention.

The Council Plan 2015 set out six strategic themes:

1. A clean, green, growing and sustainable place
2. Strong, safe, supportive and self-reliant communities
3. Value for money
4. A strong and resilient economy
5. People have the life skills and education opportunities they need to thrive
6. People live healthy and active life styles

The CWSS review supports the Council to deliver each of the 6 strategic themes and by continuing to provide high quality support services, albeit with a more streamlined delivery model, we will contribute towards Bracknell Forest delivering its overarching ambition for its residents. Support Services contribute specifically to the Value for Money theme by providing support services at a lower cost through simpler processes and improved use of expertise.

The project has links to the following projects in the Transformation Programme:

- Citizen and customer contact, especially in the areas of self-reliance, customer journey mapping and digital strategy.
- School support services review. These services will need to be able to use the same business processes and systems.

The project also has links to other Council initiatives:

- Devolution – Victor Nicholls
- Shared services – Tim Wheadon
- Office accommodation – Alison Sanders
- The cross Berkshire project One Public Estate led by Wokingham BC – Steve Caplan
- HR and Payroll iTrent implementation – Nikki Gibbons and Stuart McKellar

1.5 Existing arrangements

The existing arrangements are as follows:

- The council's current model for the delivery of core support service functions is essentially a hybrid model, with a high emphasis on decentralisation.
- Within each function there exists a central unit which leads on policy, professional direction and high level activities.
- For instance in HR; a central unit lead on policy and organisational development issues, pay and rewards, strategic recruitment and retention, administering/contract managing various corporate-wide administrative processes such as job evaluation, Occupational Health etc. and directly supports the Corporate Services Department. Learning and Development, Health and Safety and Recruitment Strategy are also located here.
- There are also decentralised Directorate specific units, led by a senior officer comprising a number of support functions, who contribute to corporate initiatives and policy work, but principally support the work of that directorate.
- The Property function is only devolved to CYPL.
- The only function without any devolved staff in directorates is Legal Services, but Children's Social Care legal support is provided by Reading Borough Council's Legal Team.

1.6 Existing costs

Existing Costs by Directorate

Existing costs (£'000)	Adult Social Care, Health and Housing	Children, Young People and Learning	Corporate Services/ Chief Exec's	Environment, Culture and Communities	Total
Revenue					
Salary costs	635	607	5,276	894	7,412
Other Costs	56	522	626	127	1,331
Income	-6	-3	-418	0	-427
Total	685	1,126	5,484	1,021	8,316
Staff Full Time Equivalents	15.4	15.3	121.3	24.2	176.2

Existing Costs by Function

Existing costs (£'000)	Finance	HR	ICT	Procurement	Property ¹	Legal ²	Total
Revenue							
Salary costs	1,994	1,100	2,365	300	1,035	618	7,412
Other Costs	323	101	291	25	28	563	1,331
Income	-189	-82	-4	0	-6	-146	-427
Total	2,128	1,119	2,652	325	1,057	1,035	8,316
Staff Full Time Equivalents	47.1	28.2	58.1	6.5	25.4	10.9	176.2

These figures are taken from the 2016/17 budget, with salary costs based on mid-point plus allowances and oncosts less a three percent vacancy factor.

The review of the Performance Management/Business Intelligence function forms part of this project and is expected to contribute to the achievement of the overall savings target.

However its scope, and therefore what staff and costs should be included in the review, has still to be determined. This function is therefore not included in the above figures.

¹Property excludes Home to School Transport, the Print Room, Print Service and Post and Courier Service which are included in the Citizen and Customer Contact Transformation Project

²Legal costs include the cost of the Reading Childcare Solicitor Joint Arrangement and expenditure on external law firms and barristers (using 15/16 actuals).

1.7 Business needs and assets

The needs and assets analysis that took place during the Analyse Phase identified the following business needs:

- To sustain service delivery at the front line the cost of support services will have to reduce.
- We will need to have flexible structures as the Council as a whole is continuing to change and may have different methods of providing its services.
- We need to align with national and local policies.
- We need to identify staff development opportunities.
- Support services need to be fit for the future and we need to consider future service improvements.
- We need to improve efficiency.
- We need to increase self-reliance and resilience across support service functions.
- We need to deliver an appropriate level of service and enhance the customer experience.
- Good relationship management between users and functions is vital.

There are a number of ICT systems that are used by support services and some work has already been delivered or is underway in relation to these systems as follows:

- We have implemented some self-service and automated processes, e.g. Phase 1 of the HR and Payroll system (iTrent).
- Upgrade to Milestone 5 on Agresso is currently underway.
- The self service reporting of maintenance via the Frontline system has been implemented and a programme of training of staff in remote sites delivered.
- An E-Learning system and My Learning Space have been implemented.

1.8 Key service requirements

The bullet points below outline the key service requirements for the project in relation to the above business needs. These requirements must be delivered at some stage of the implementation in order to meet the needs which have been identified.

- New staff structures within functional areas
- Improved ICT systems
- Improved intranet access for staff to self-service tasks
- Training for staff in new technology
- Efficient transactional core processes
- Organisational change – organisation must be prepared to take more risks
- Organisational change – staff that meet necessary competencies for 21st century Bracknell Forest employee
- Accommodation to allow co-location

1.9 Outcomes

The outcomes of this project are as follows:

Overall objective for this project	
The project will review the provision of Council Wide Support Services (excluding administrative support) which support the effective management of the organisation and identify those which are essential to the Council's continued effective operation. It will do so by achieving the following outcomes:	
Primary Outcomes	Supporting Outcomes
1. Achieve significant reductions in the cost of council wide support services from 2017/18 onwards	1.1. £800,000 savings to be achieved during Years 1 and 2 (2017/18 and 2018/19)
2. New Target Operating Model implemented	2.1. Staff within each function are co-located 2.2. Staff across the Council are able to access appropriate support from the Support Hub and the Enabling Hub
3. Effective and efficient processes	3.1. Less time is wasted during delivery of core processes 3.2. Staff and managers are empowered to progress and make decisions with minimal approval whilst delivering services 3.3. Staff are confident that when they require support beyond the self-service options, functions will work together in a consistent way to provide it 3.4. Staff don't spend time on unnecessary work and support
4. Increased use of self service	4.1. Staff find it easy to use the intranet/self-service access to enable them to be more self-reliant 4.2. Staff can use key ICT systems (iTrent, Agresso, Frontline, V-Fire) to do more for themselves 4.3. Staff and managers have the confidence, knowledge and ability to carry out their responsibilities in line with the new 21 st century Bracknell Forest employee 4.4. All staff have access to the training they need to do their job

1.10 Gap Analysis

The following table describes the gap between the existing arrangements and the outcomes being sought.

Primary Outcome 1: Achieve significant reductions in the cost of council wide support services from 2017/18 onwards	
Supporting Outcomes	Gap Analysis
1.1. £800,000 savings to be achieved during Years 1 and 2 (2017/18 and	Support Services currently cost the council £7,412,000 per annum (excluding Performance Management and Business Intelligence which are not included in this Business Case).

2018/19)	This needs to be reduced by 10% during Years 1 and 2 of the project.
Primary Outcome 2: New Target Operating Model implemented	
Supporting Outcomes	Gap Analysis
2.1. Staff within each function are co-located	The Council operates a hybrid model for delivery of its support services. Some of the functions are centralised within Corporate Services such as Legal, or are located in a couple of departments such as Property support (which is in Corporate Services and CYPL). However the majority of support services are located in Directorates led by a senior officer with professional coordination from Corporate Services.
2.2. Staff across the Council are able to access appropriate support from the Support Hub and the Enabling Hub	Support is currently accessed from departmental function teams, with only the Legal function centralised within Corporate Services. This results in little resilience within teams.
Primary Outcome 3: Effective and efficient processes	
Supporting Outcomes	Gap Analysis
3.1. Less time is wasted during delivery of core processes	BRP workshops identified 'waste' within core processes across all functions in scope. There is a considerable variety in the percentage of waste, but the average minimum waste by function is 9%. More processes need to be mapped.
3.2. Staff and managers are empowered to progress and make decisions with minimal approval whilst delivering services	Current processes involve lots of touch points and approval points which are unnecessary. There is a lot of repetition involved in reporting processes.
3.3. Staff are confident that when they require support beyond the self-service options, functions will work together in a consistent way to provide it	Core processes within functions currently operate differently within different departments.
3.4. Staff don't spend time on unnecessary work and support	BPR workshops identified some areas of work that don't add value and can therefore be stopped.
Primary Outcome 4: Increased use of self service	
Supporting Outcomes	Gap Analysis
4.1. Staff find it easy to use the intranet/staff portal to enable them to be	The current intranet, BORIS, is not user-friendly with only the ability to host information. There is no central place on it to find common self service tasks. There are no options for

more self-reliant	personalisation or communication tools. Information is hard to find and therefore does not support or enable self-service.
4.2. Staff can use key ICT systems (iTrent, Agresso, Frontline, V-Fire) to do more for themselves	Current systems are largely paper based with limited amounts of self-service available.
4.3. Staff and managers have the confidence, knowledge and ability to carry out their responsibilities in line with the new 21 st century Bracknell Forest employee	The competencies assessed as part of the current appraisal system do not cover the competencies and behaviours required by the new 21 st century Bracknell Forest employee.
4.4. All staff have access to the training they need to do their job	Current training programme does not cover the increase in self-service, new systems and new core competencies that will be required as a result of the Council Wide Support Services transformation project.

1.11 Key Benefits

The responsibility for benefits delivery for this project currently sits with Alison Sanders as the Project Sponsor. As work begins on implementation, the Benefits Realisation Plan will be further developed to identify a Benefits Owner for each benefit.

Primary Outcome 1: Achieve significant reductions in the cost of council wide support services from 2017/18 onwards	
Supporting Outcomes	Benefits
1.1. £800,000 savings to be achieved during Years 1 and 2 (2017/18 and 2018/19)	<ul style="list-style-type: none"> Savings targets for Support Services are achieved, with £500,000 achieved during 2017/18 and a further £300,000 achieved during 2018/19.
Primary Outcome 2: New Target Operating Model implemented	
Supporting Outcomes	Benefits
2.1. Staff within each function are co-located	<ul style="list-style-type: none"> Improved resilience and reduced single point of failure within functional areas. This will be measured by the amount of expertise bought in (i.e. agency staff) to perform business as usual and the % of staff that are co-located. The target for agency staff is a 50% reduction within the first 12 months post implementation. The target for % of staff that are co-located is 100% within 24 months of implementation. Staff knowledge and expertise will be increased as a result of cross-skilling. This will be measured using a staff survey of staff delivering the service within 24

	months of implementation with a target of 50% of staff saying the have benefited from cross-skilling as a result of co-location.
2.2. Staff across the Council are able to access appropriate support from the Support Hub and the Enabling Hub	<ul style="list-style-type: none"> Staff have easy access to the appropriate level of support required to enable their issue to be resolved. This will be measured using a customer survey. It is anticipated that satisfaction levels will initially fall as customers become accustomed to doing more for themselves. The target is a 50% satisfaction rate within 12 months of implementation.
Primary Outcome 3: Effective and efficient processes	
Supporting Outcomes	Benefits
3.1. Less time is wasted during delivery of core processes	<ul style="list-style-type: none"> More effective use of staff time. This will be measured by the time saved in delivering the core process when compared to the 'as is' baseline information. The target is a 20% reduction in the amount of staff time 'wasted' during delivery of new core processes.
3.2. Staff and managers are empowered to progress and make decisions with minimal approval whilst delivering services	<ul style="list-style-type: none"> More autonomy for staff and managers leading to them feeling more empowered and trusted. This will be measured by a reduction in the number of approval points in core processes and a customer survey. There is a target of 30% reduction in approval points within 12 months of implementation. The target for the customer survey is 50% of customers saying they feel more empowered and trusted within 12 months of implementation.
3.3. Staff are confident that when they require support beyond the self-service options, functions will work together in a consistent way to provide it	<ul style="list-style-type: none"> Processes within support services are standardised and therefore offer consistent advice and practices. This will be measured by comparing the number of deviances from the designed 'to be' processes and the number of 'to be' processes that cut across functions, e.g. starters and leavers. The target is 80% compliance with the new standardised processes within 12 months of implementation.
3.4. Staff don't spend time on unnecessary work and support	<ul style="list-style-type: none"> More effective use of staff time. This will be measured by the number of things that we have stopped doing with a target of 5% achieved within 12 months of implementation.
Primary Outcome 4: Increased use of self service	
Supporting Outcomes	Benefits
4.1. Staff find it easy to use the intranet/staff portal to enable them to be more self-reliant	<ul style="list-style-type: none"> More effective use of staff time. This will be measured using a customer survey with a target of 70% saying the intranet or self-service access effectively enables self-service.
4.2. Staff can use key ICT systems (iTrent,	<ul style="list-style-type: none"> More effective use of staff time. This will be measured by the number of staff (customers) that

Agresso, Frontline, V-Fire) to do more for themselves	have been trained in using the self-service features of the key ICT systems and by reviewing how much of the required new ICT functionality has been implemented. The target for implementation of new ICT functionality is 75% within 12 months of implementation of the TOM.
4.3. Staff and managers have the confidence, knowledge and ability to carry out their responsibilities in line with the new 21 st century Bracknell Forest employee	<ul style="list-style-type: none"> • The workforce meets the changing needs of the organisation. • Staff feel empowered and able to take on additional responsibility using self-service mechanisms. This will be measured using a customer survey.
4.4. All staff have access to the training they need in respect of increased responsibility across functions.	<ul style="list-style-type: none"> • Staff feel empowered and able to take on additional responsibility using self-service mechanisms. This will be measured using a customer survey and the % of training needs met (specifically related to support services) as recorded in the appraisal system. The target is 70% within 18 months of implementation.

1.12 Dis-benefits

The following dis-benefits have been identified and these include perceived dis-benefits:

- Less hands on support for managers meaning they may feel that they have to do more with less help.

1.13 Key risks and Issues

The Risk Log for this project is included at Appendix B. This contains full information on identified risks together with their mitigations. Some of the key risks being monitored by the Project Board include:

- Key staff may leave if they are unsettled as a result of the project.
- Savings are made but the resulting services are not sufficient to support the Council or the ongoing transformation programme.
- Performance of support services is impacted during the implementation of the new model.
- Savings are not made in line with budget reductions as they take longer to be delivered.
- The Council regards the new models as too risky.
- Service partners and users find the scale of change too difficult to cope with.
- Insufficient capacity to deal with the scale of the change programme.
- Risk of demand from other projects coinciding with changes at key points in CWSS implementation.

1.14 Constraints

The project is subject to the following constraints:

- Implementation of the new HR/Payroll service and other system implementation issues may impact some phases of the project.
- The capacity of ICT systems to deliver the streamlined processes in the required timescales.
- The office move to Time Square is not due to happen before the required implementation date, therefore options for co-location will be constrained by available office space.
- The success of this project depends on improvements being made to the intranet to facilitate easy self-service access.

1.15 Dependencies

There are a number of dependencies that impact this project as outlined below:

Dependency	Impact on Project
Property Review	There are a number of significant property reviews within the property review group which will impact on staff numbers in scope. The Civic accommodation project e.g. has made assumptions regarding the building officers provision and will be subject to further review as that project continues. There will be additional reviews of other support services not currently in scope with this project but may be in scope for citizen and customer contact services and school support services.
One Public Estate	Within the One Public Estate project, one possible avenue being explored by the Group is a combined professional service this would significantly impact on the property service and the future direction of that service but is probably 18 months to 2 years away.
Implementation of iTrent – HR	Staged implementation of the iTrent modules will impact on the delivery of new self-service capability for ‘to be’ processes. The Implementation Plan for the CWSS project will need to align with the delivery plan for iTrent implementation.
Agresso upgrade – Finance	The budget monitoring module within

	Agresso is required to deliver the new 'to be' budget monitoring process. This module is not currently used and implementation of Milestone 5 is required before the budget monitoring module can be fully assessed.
Development of the intranet	The success of this project is dependent upon improvements being made to the intranet to facilitate self-service access.
Council Transformation Programme	A number of the Council's Transformation Projects will impact on the Council Wide Support Services review. There are significant implications in terms of resource requirements from all functions to support the transformation projects, e.g. Within the Leisure Review a procurement exercise for Bracknell Leisure Centre, Coral Reef and Downshire Golf Complex is highly likely and will result in a large amount of HR, Legal, Property, Finance and Procurement resource being required during the course of the CWSS review.

1.16 Gateway reviews

The following feedback was received from the CWSS Gateway Review on 07/07/16:

- Self-service - More autonomy for staff and managers (fewer approvals)
- Streamlining - Reduce number of steps in each process
- Savings - Support Services cost 30% less in 5 years
- Mobile and flexible working - Less risk averse culture with fewer approval points in process
- Mobile and flexible working - Aids mobile and flexible working/processes available on line and on a range of devices, at all times
- Digital tools - Exploit the functionality of existing systems (e.g. Agresso)
- Using skills and resources more effectively - More opportunity for greater skill mix/Proportions of time doing professional work by staff increased
- Consistency and uniformity - Single overview and consistency of processes across the organisation/different tasks in different

directorates

- Resilience - Increased professional support and from size of team and single point of failure (SPF).

2 ECONOMIC JUSTIFICATION

2.1 Introduction

The Board undertook considerable work during the Analyse Phase to help shape the future direction of travel. They completed desk top research and drew upon their local and national knowledge to provide guidance and case studies on potential sourcing options and alternative delivery models available to Bracknell Forest. The Board considered 5 sourcing options:

1. In house transformation
2. Outsourcing to a private company
3. Companies and trading
4. Shared services
5. Divesting

It is clear that the overall shape of the Council will continue to change over the next 5 years. The changes we make need to be more flexible and dynamic to respond to this. We do not want to go for a single change as we feel this would produce the greatest risk for us, lead to instability and see a dip in the quality of support services offered and not allow for future flexibility.

As such a phased approach was proposed during the Analyse Phase, beginning with the implementation of the Target Operating Model to achieve internal transformation during 017/18 and 2018/19. This option has been further developed and forms the basis of this Business Case. The sourcing options will be subject to further consideration in two years' time.

2.2 Short-listed option

The table below outlines the key features, benefits and risks of the new Target Operating Model which have been developed during the Plan Phase.

No	Option	Features	Benefits	Risks
1	Implement Target Operating Model	<ul style="list-style-type: none"> • Self-service is the default mode. • Two hubs of equal importance – Support Hub and Enabling Hub. • TOM functions of Strategy, Expertise and Business 	<ul style="list-style-type: none"> • Support services offer value for money and savings targets are achieved. • Improved resilience within functional areas. • Staff knowledge and expertise will be increased. • More effective use of staff time. 	<ul style="list-style-type: none"> • Key staff may leave if they are unsettled as a result of the project. • Savings are made but the resulting services are not sufficient to support the Council. • Performance of support services is impacted during the implementation of

No	Option	Features	Benefits	Risks
		Partner are combined in the Enabling Hub. <ul style="list-style-type: none"> • Support Hub is where the high volume tasks will be undertaken. • Functional centralisation. 	<ul style="list-style-type: none"> • More autonomy for staff and managers. • Standardised processes with consistent advice and practices. 	the new model. <ul style="list-style-type: none"> • The Council regards the new models as too risky. • Service partners and users find the scale of change too difficult to cope with. • Insufficient capacity to deal with the scale of the change programme.

2.3 Initial Evaluation

The table below indicates the likelihood that the chosen model will deliver the required outcomes using a score of H (High likelihood of delivering that option), M (Medium likelihood) or L (Low likelihood).

Supporting outcomes	Option 1
£500,000 savings to be achieved during Year 1 with a further £300,000 savings to be achieved during Year 2	H
Staff within each function are co-located (by the end of 2 years)	H
A Support Hub and an Enabling Hub to be developed for each function	H
Reduce amount of non-value steps within core processes	H
Reduce amount of approval/touch points within core processes	M
Consistent and uniform processes across all directorates	H
Development of new intranet / staff self service access	H

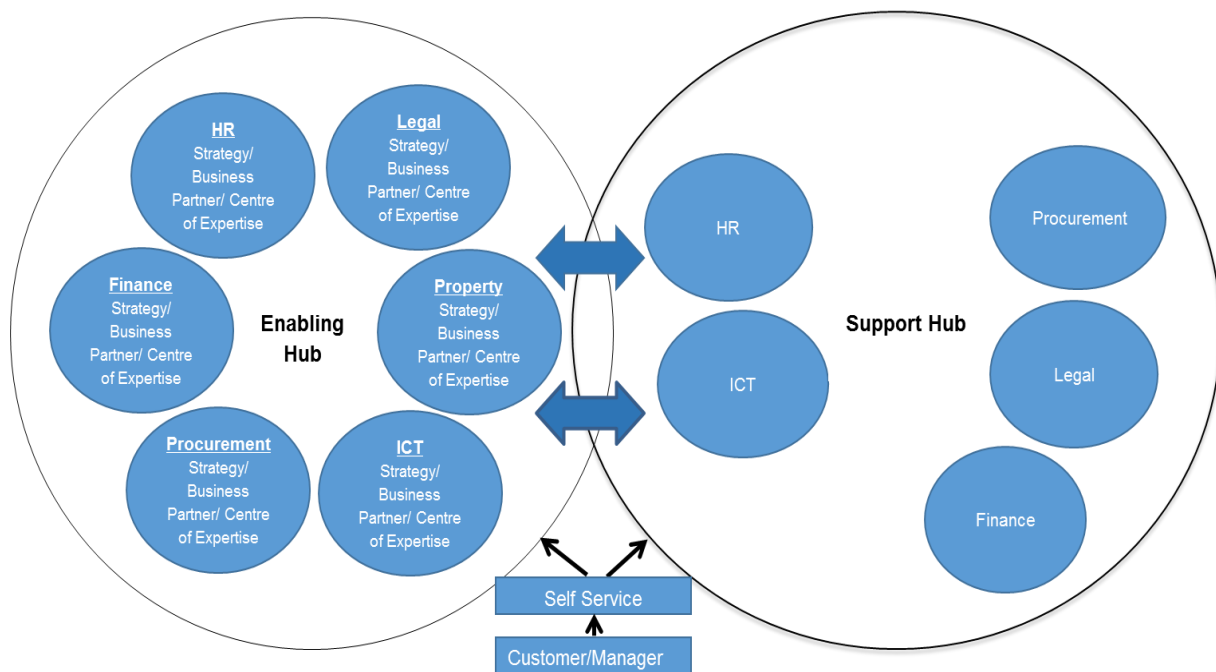
Supporting outcomes	Option 1
Improve functionality of current ICT systems; iTrent, Agresso, Frontline, V-Fire	M
Organisational development – embed competencies and behaviours for the new 21 st century Bracknell Forest employee	M

2.4 Options appraisal – Chosen Option

2.4.1 Description

The diagram below shows the Target Operating Model which is the new way of organising how support services will be delivered.

Target Operating Model – December 2016



The features of the Target Operating Model (TOM) are as follows:

- Self-service is the default mode for managers and staff and this will be enabled with improved ICT systems and intranet support pages.
- Two hubs of equal importance – Support Hub and Enabling Hub.
- Due to the size of our organisation the proposed TOM functions of Strategy, Expertise and Business Partner are difficult to separate so are combined in the Enabling Hub.
- There could well be some elements of strategy, business partnering and expertise in activity outside of the Enabling Hub (and maybe some in the Support Hub too).
- The Support Hub is where the high volume tasks will be undertaken, and where most of the new re-engineered, more efficient processes will sit.
- The Support Hub will have staff who will be supported to answer queries in that particular function. It will sit within each function to support staff needing to access that function.
- Managers can access the Support Hub depending on their need, assuming that self-service is not appropriate.
- The organisation of each function will be that all staff are centralised and co-located within the function and a Support Hub is contained within that function.
- Functional centralisation is the most appropriate model to facilitate future shared services with other partners.

As part of the transformation project and creation of the new Target Operating Model, the following design principles were agreed to assist in creating improvement and efficiencies for the authority:

- We will work towards being digital by default for all our staff, customers and members, empowering them with a high degree of freedom to act and take a risk based approach to delivery.
- We will maximise the skills and competencies of all our staff, extending the value that our specialists bring to complex issues.
- We will ensure customers get the right service at the right time.
- We will allow our customers to deal with us as simply and efficiently as possible.
- We will deal with our customer cases in a seamless way, ensuring clear end-to-end ownership and accountability.
- We will deliver services only to a standard and level that adds value to the customer and eliminate unnecessary activity in designing our processes.
- We will ensure we understand the full costs of services, however they are delivered.

New structures for each of the functions can be found at Appendix A.

2.4.2 Benefits

During years 1 and 2 the internal transformation of functions will provide 10% savings of £800,000. This is split in the budget as £500,000 during year 1 and £300,000 during year 2.

Outsourcing and/or sharing will be considered for years 3 to 5 and it is hoped that a further 20% of savings will be identified.

Non-financial benefits are outlined in section 2.5.

2.4.3 Risks

No	Risk	Impact	Mitigation
1	Key staff may leave if they are unsettled as a result of the project.	Loss of knowledge and experience.	Regular updates for all staff. Support for staff if they are affected.
2	Savings are made but the resulting services are not efficient.	Inefficient support services.	Focus is retained on value for money rather than just cost.
3	Performance of support services is impacted during the implementation of the new model.	Fall in performance of support services.	Implementation is carefully planned. Communications are clear and indicate when changes are going to be made and what the impacts are. Users are prepared and supported through the change.
4	The Council regards the new model as too risky.	Cost savings may not be achieved.	Service providers and users are supported to understand levels of risk and how they can be managed. The Board is weighing up risks carefully.
5	Service partners/functions and users find the scale of change too difficult to cope with. Staff and managers are overwhelmed by the change.	New processes can't be delivered.	The extent of cultural change required is identified and planned for. All stakeholders receive training and support before, during and after the changes. Performance is regularly reviewed and additional

			support provided where required.
6	Insufficient capacity to deal with the scale of the change programme.	Cost savings may not be achieved within required timescale.	Ensure resources are managed and that Board governance is used to provide quality assurance and oversight.
7	An increase in mistakes and errors as a result of greater use of self-service.	Additional support service resourcing will be required to rectify errors.	Assess the risk during co-design. Ensure training covers risk areas. Monitor use post-implementation and increase training where required.
8	An increase in fraudulent activity as a result of there being fewer checks and more self-service.	Financial loss for the Council.	Assess risk as part of co-design. Ensure suitable risk based monitoring is in place as part of design.
9	ICT systems are not robust and sufficient to deliver on expectations within the timescale.	Savings can not be achieved. Staff will have insufficient capacity to self-serve if this is not supported by appropriate technology.	Ensure the ICT implications of new works of working are understood and built into implementation plans. Allow sufficient time in implementation plan for thorough testing. Identify high risk areas and prioritise. Ensure ICT developments are closely managed with overall implementation.
10	Staff and managers circumvent the new self-service systems and develop their own way of doing things.	Efficiencies in processes won't be realised.	Introduce regular post-implementation reviews to monitor compliance with new ways of working. Where possible remove the mechanisms (paper forms etc.) which support old ways of working.
11	Lack of flexibility with the model so that it fails to adapt to wider transformation/changes made across the Council.	Support services will no longer be fit for purpose.	Monitor at programme level and investigate and areas which appear to impact/be impacted by other transformation

			initiatives.
12	Due to the cross-cutting nature of this project and other transformation projects there is a likelihood that identified savings are double counted.	The full quantum of savings envisaged in support service may not be achievable.	Finance team involvement in all transformation projects will enable issues to be highlighted at an early stage for discussion at the Transformation Programme Board.

2.4.4 Assumptions

Include assumptions particular to this option and, in the comments column, indicate the impact of that assumption on the financial and non-financial benefits if the assumption is incorrect. The table has been populated with some standard assumptions – delete any which do not apply to this project.

No	Subject	Assumption	Comments
1.	Number of years to be modelled	The business case will model implementation year plus 1 year.	The implementation will take place partly through 2017/18 (1 September has currently been assumed) with the full savings being achieved in 2018/19. The Council's Efficiency Plan assumes that further savings can be achieved in 2019/20 but the identification/validation of these savings will require a separate piece of work
2.	Staff turnover	The staff costs have been based on a 3% vacancy factor.	Staff budgets assume a 3% vacancy factor.
3.	Impact of changes arising from government policy	While this could impact efficiency and resource levels it is not possible to model this accurately.	N/A
4.	VAT recovery	The financial case will assume no impact on VAT unless this is specifically mentioned.	
5.	Redundancy costs	These cannot be quantified at this stage and are therefore excluded from the financial appraisal. The Council has a Structural Changes Reserve to meet the cost of redundancies	If the Structural Changes Reserve is not sufficient to cover all the costs, additional funding will need to be identified or year one savings

		associated with efficiency savings.	will reduce.
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2.4.5 Timescale

It is assumed that changes will be implemented by 1 September 2017 at the latest, although service areas will develop detailed timescales that may include implementation sooner.

Milestone	Start date	End Date
Implementation Plan agreed	January 2017	January 2017
iTrent Employee Self Service goes live	January 2017	January 2017
Trade Unions notified	January 2017	January 2017
Staff consultation on restructure	February 2017	February 2017
Agresso Milestone 5 implementation complete	February 2017	March 2017
Baseline data collated for Benefits Realisation Plan	February 2017	March 2017
Agree order for new processes to be implemented	February 2017	May 2017
Secure funding for additional ICT upgrade requirements	March 2017	April 2017
Selection process for new structures	March 2017	April 2017
iTrent Learning and Events and Performance Manager (appraisals) go live	April 2017	May 2017
Employment Committee	May 2017	May 2017
Redundancy letters issued	May 2017	May 2017
Staff training on new processes	May 2017	March 2018
Upgrades to Frontline processes implemented	June 2017	July 2017
Implementation of new processes	March 2017	March 2018
Implementation of new structures	September 2017	September 2017
Functionality in People Manager goes live	October 2017	November 2018
Develop proposal for shared services for Legal function	January 2017	September 2017
Identify which areas within functions would be appropriate for shared services	October 2018	December 2018

2.5 Qualitative benefits criteria

Supporting Outcomes	Benefits
2.1. Staff within each function are co-located	Improved resilience and reduced single point of failure within functional areas.
	Staff knowledge and expertise will be increased as a result of cross-skilling.
2.2. Staff across the Council are able to access appropriate support from the Support Hub and the Enabling Hub	Staff have easy access to the appropriate level of support required to enable their issue to be resolved.
3.1. Less time is wasted during delivery of core processes	More effective use of staff time.
3.2. Staff and managers are empowered to progress and make decisions with minimal approval whilst delivering services	More autonomy for staff and managers leading to them feeling more empowered and trusted.
3.3. Staff are confident that when they require support beyond the self-service options, functions will work together in a consistent way to provide it	Processes within support services are standardised and therefore offer consistent advice and practices.
3.4. Staff don't spend time on unnecessary work and support	More effective use of staff time.
4.1. Staff find it easy to use the intranet/staff portal to enable them to be more self-reliant	More effective use of staff time.
4.2. Staff can use key ICT systems (iTrent, Agresso, Frontline, V-Fire) to do more for themselves	More effective use of staff time.
4.3. Staff and managers have the confidence, knowledge and ability to carry out their responsibilities in line with the new 21 st Century Bracknell	The workforce meets the changing needs of the organisation.
	Staff feel empowered and able to take on additional responsibility using self-service mechanisms.

Forest employee	
4.4. All staff have access to the training they need to do their job	Staff feel empowered and able to take on additional responsibility using self-service mechanisms.

3 SOURCING ARRANGEMENTS

3.1 Introduction

We have put considerable thought and effort into looking at what is the 'best fit' for Bracknell Forest – drawing on Board members' knowledge and experience of other Councils and looking at what other Local Authorities are doing.

It is clear that the overall shape of the Council will continue to change over the next 5 years. The changes we make need to be more flexible and dynamic to respond to this. We do not want to go for a single change as we feel this would produce the greatest risk for us, lead to instability and see a dip in the quality of support services offered and not allow for future flexibility.

3.2 Type of sourcing

We have come up with a 5 year Plan for support services.

For years 1 and 2 we will work towards transforming our functions internally and move towards a new Target Operating Model. Outsourcing and sharing will be considered for years 3 to 5. These options take a while to prepare for and will be developed in years 1 and 2.

3.3 Human resources implications

Where staffing changes are involved the council's organisational change protocol will apply. This outlines the steps to be taken from initial staff consultation and union involvement through to implementation, and includes arrangements for consultation/feedback, putting staff At Risk of redundancy, appeals, slotting in/selection for available posts, seeking redeployment, getting committee approval, giving notice and the final exit arrangements. A detailed timetable will be drawn up once the date for starting consultation, the effective date and the Employment Committee date have been agreed. It is suggested that the larger and more significant the change to the operation, the more time will need to be allowed for meaningful consultation and staff feedback, and for selection for available posts. The timescale from start of consultation to Employment Committee decision can take around three months, and after notice is given it should be noted that many staff will have up to 12 weeks' notice to work as a consequence of their length of service.

Where jobs in the new structure are essentially unchanged there is no need to have them evaluated, but where there is a substantial change then an evaluation should be requested before staff consultation begins. It should also be noted that as redundancy estimates are usually sent out with At Risk letters, Corporate HR will need names and dates of At Risk staff as early as possible to allow the estimates to be prepared. Corporate HR will also monitor total numbers involved to determine whether official notification to government is triggered (an HR1). Should outsourcing be involved, advice will need to be sought on TUPE transfers. Utilising natural wastage to avoid redundancies means that for any vacancy which naturally arises once employees have been put at risk, consideration must be given either to postponing filling it, or to offering it in the first instance to At Risk employees only.

4 FINANCIAL JUSTIFICATION

4.1 Introduction

Business Process Re-engineering workshops combined with a high level analysis of all activities carried out by support service functions have identified “waste” within core processes and self service opportunities. This work has confirmed that the original assumption that 10% savings could be achieved is valid.

4.2 Revenue Savings

On this basis, functional leads were asked to design new staff structures that would achieve 10% cost savings against the baseline salary costs. The revised structures are included in Appendix A with the full year recurring savings each structure is expected to achieve included in Table 2 below. All functional areas achieved the 10% target except Property, however savings in excess of 10% in some areas ensured the overall 10% target was marginally exceeded (10.2%). There will be potential savings in Other Costs as well but these will need to be explored in the implementation phase.

Table 1 - Baseline Costs

Current Arrangements (£'000)	Finance	HR	ICT	Procurement	Property	Legal	Total
Revenue							
Salary costs	1,994	1,100	2,365	300	1,035	618	7,412
Other Costs	323	101	291	25	28	563	1,331
Income	-189	-82	-4	0	-6	-146	-427
Total	2,128	1,119	2,652	325	1,057	1,035	8,316
Staff Full Time Equivalents	47.1	28.2	58.1	6.5	25.4	10.9	176.2

Table 2 - Revised Structures

Cost Implications (£'000)	Finance	HR	ICT	Procurement	Property	Legal	Total
Revenue Savings identified (Full Year Effect)							
Salary costs	-200	-112	-263	-36	-86	-62	-759
FTE reductions	-5.0	-2.6	-9.0	-1.0	-1.5	-1.0	-20.1

Assuming a 1 September implementation date would generate approximate savings of £0.443m in 2017/18 with the full year effect being achieved in 2018/19. However, it will be possible to take some savings from 1 April 2017 if they relate to vacant posts

4.3 Revenue costs

It is not possible to identify the one-off revenue costs associated with the staff changes identified in this phase as this will depend on the level of vacancies, staff turnover and the level of voluntary and compulsory redundancies actually required. The project assumes that these one-off costs can be met from the Structural Changes Reserve. There will be a number of calls on this fund from a number of projects but if the balance on the reserve proves to be insufficient the Council has the option to flexibly use capital receipts to fund certain transformation work. As these receipts would normally be used to fund capital expenditure and thereby reduce the costs associated with borrowing, there will be an opportunity cost associated with this approach should it prove necessary.

4.4 Capital Costs

Financial System - Agresso

It is likely that Agresso Planner, a flexible budgeting, forecasting and planning tool, will be required to support the finance element of the Target Operating Model. However, although this is available with Milestone 5 at no additional cost, its functionality has still to be explored. It is possible that additional "Experience Packs" will need to be purchased to maximise the functionality available and to support self service. The use of Planner in other local authorities will need to be explored and further discussion held with Unit 4 before this can be confirmed one way or the other. Any potential costs cannot therefore be quantified at this stage. Further discussions are expected to be held in January.

Payroll/HR System - iTrent

Phase 2 of the implementation of iTrent is currently underway. This includes the implementation and roll out of Employee Self Service (ESS) and Manager Self Service (MSS) including the development of email prompts. The additional cost of Phase 2 (£125,000) is being met via a revenue contribution from the Transformation Reserve and the savings generated from the restructuring of the HR function are dependant on its successful implementation. The business case has also identified potential non-staff savings of £5,000 relating to software consolidation which have been included in the summary in Section 4.5.

ICT - HelpDesk system VFire

VFire is used by IT officers across the departments as well as Corporate IT to log and action IT incidents and service requests. There are self service modules available in the software but alternative helpdesk systems will also be explored including whether these could also be used to manage work flow processes for facilities, HR and finance. The financial implications cannot be quantified until this piece of work is completed.

Property - Asset Management Online (Frontline Data)

No further capital investment is required.

4.5 Financial Summary

Cost Implications (£'000)	2016/17	2017/18	2018/19	Total
Revenue Savings				
Salary costs	0	-443	-316	-759
Other Costs¹	0	-5	0	-5
Total	0	-448	-316	-764
Project Costs				
Revenue	TBC	TBC	TBC	TBC
Capital	0	TBC	TBC	TBC

¹Relates to a reduction in software costs following the implementation of iTrent phase 2.

5 MANAGEMENT ARRANGEMENTS FOR THE PLAN AND DO PHASES.

5.1 Introduction

This section describes the manageability of the project. Its purpose is to set out the actions that will be required to ensure the successful delivery of the project in accordance with BFC standards.

5.2 Programme management arrangements

The project is an integral part of the Council's transformation programme, which comprises a portfolio of projects for the delivery of significant savings to contribute to achieving £23m of reductions over the next four years. The Transformation Programme Board chaired by the Chief Executive monitors the delivery of the projects in the portfolio through monthly board meetings. The project lead is accountable to the board and reports on project performance at the board meetings.

5.3 Project management arrangements for the plan phase Project Board

The Project Board are the first point of escalation for the project. The sponsor is the only member who can make a final decision and has the casting vote. The sponsor will sign-off on behalf of the Project Board. The Project Board will meet monthly.

Name	Position	Role in Project
Alison Sanders	Director, Corporate Services	Project Sponsor
Damian James	Head of Performance and Resources (Environment, Culture and Communities)	Key User / Customer / Supplier
Nikki Gibbons	Chief Officer: HR	Supplier Representative
Steve Caplan	Chief Officer: Property	Supplier Representative
Paul Day	Chief Officer: ICT	Supplier Representative
Stuart McKellar	Borough Treasurer	Supplier Representative
Sanjay Prashar	Borough Solicitor	Supplier Representative
Victor Nicholls	Assistant Chief Executive	Supplier Representative
David Watkins	Chief Officer: Early Intervention (Children, Young People and Learning)	Key User / Customer / Supplier
Neil Haddock	Chief Officer: Commissioning and Resources (Adult Social Care, Health and Housing)	Key User / Customer / Supplier
Debbie Langley	ICT Services Manager / Deputy Transformation Programme	Supplier Representative / Programme

	Manager	Representative
Andrew Hunter	Chief Officer: Planning and Transport (Environment, Culture and Communities)	Challenge Officer
Gill Vickers	Director of Adult Social Care, Health and Housing	Challenge Officer

Project Team

Kellie Williams	Project Manager	Project Manager
Arthur Parker	Chief Accountant	Finance Support
Pat Butler	HR Manager	HR Support

Other Stakeholders

Heather Lumby	iESE	External Advisor
Caroline Stanger	Activist Group	External Advisor

5.4 Gateway review arrangements

The Gateway Review for the Plan Phase of this project will take place on 23 January 2017. As with the Analyse Phase of Council Wide Support Services this Gateway Review will be presented to the Council's Senior Leadership Group.

6 AUTHORISATION

6.1 Authorised by: Alison Sanders, Director of Corporate Services

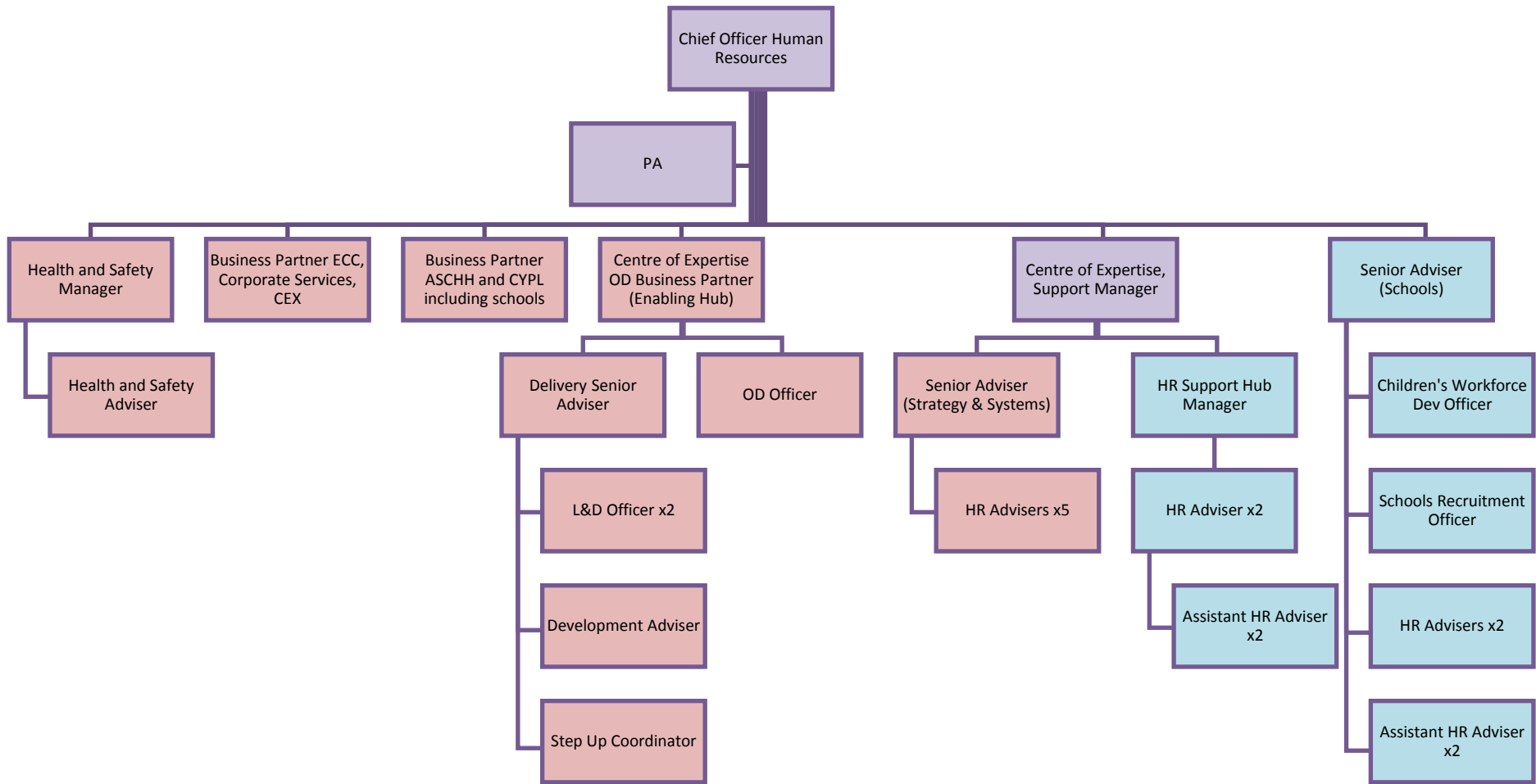
Signed:

Date:

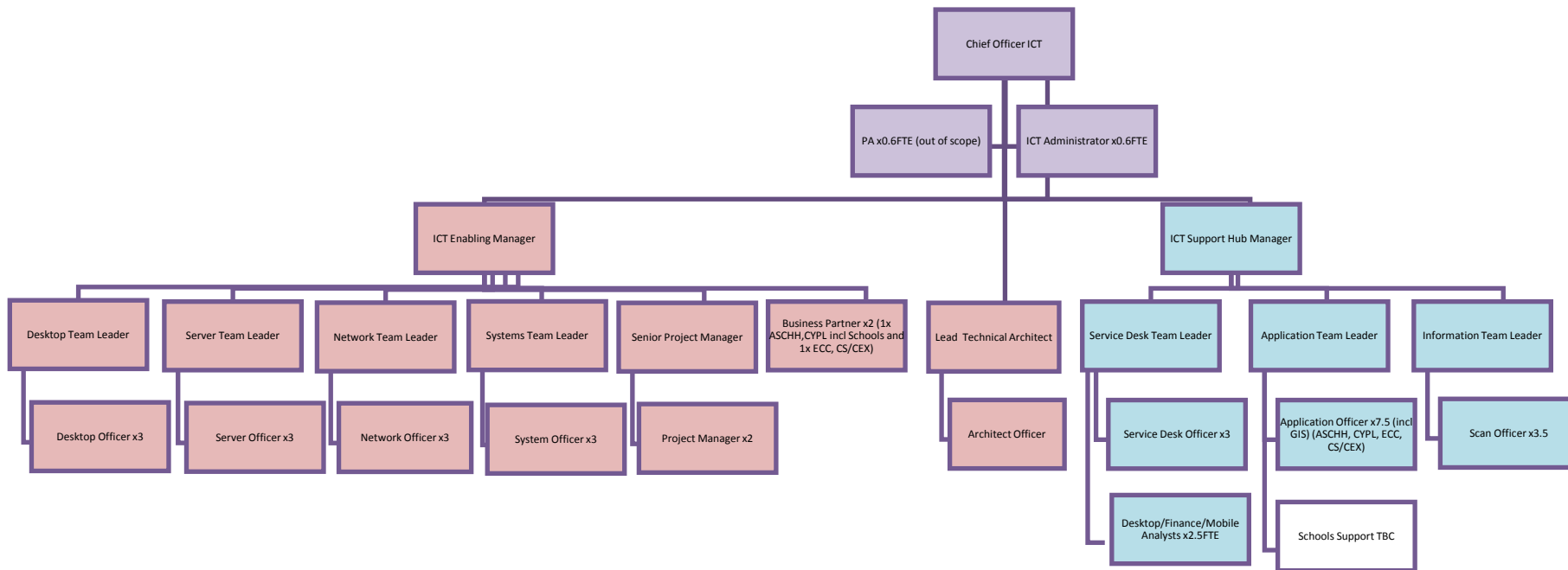
Project Lead/Senior Responsible Owner

**HUMAN RESOURCES
STRUCTURE**

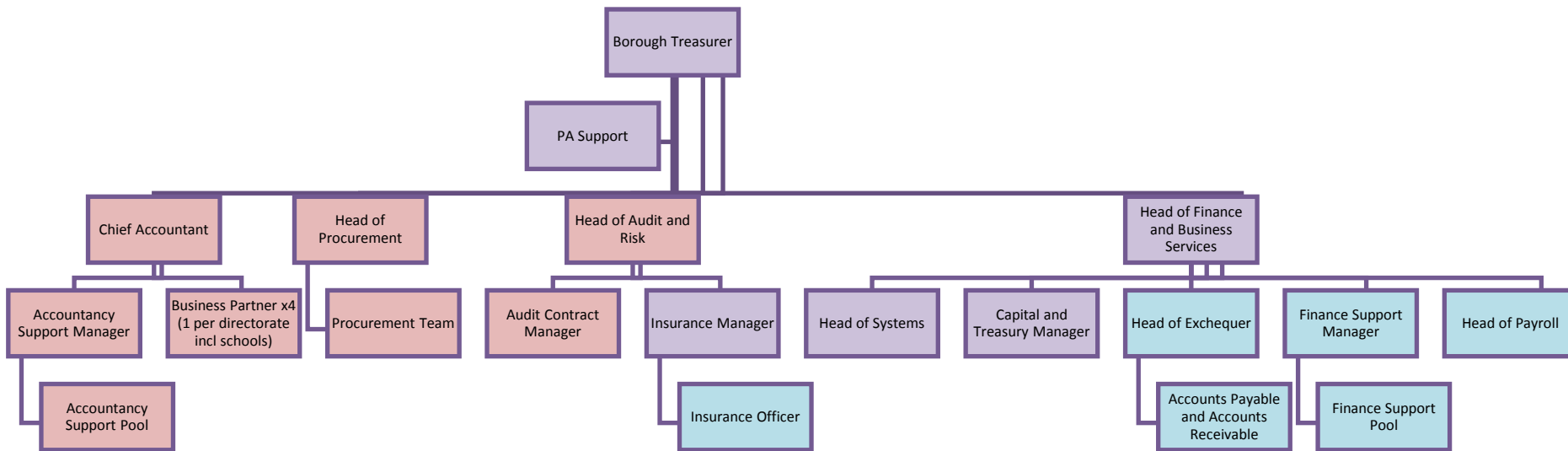
APPENDIX A: NEW STRUCTURES



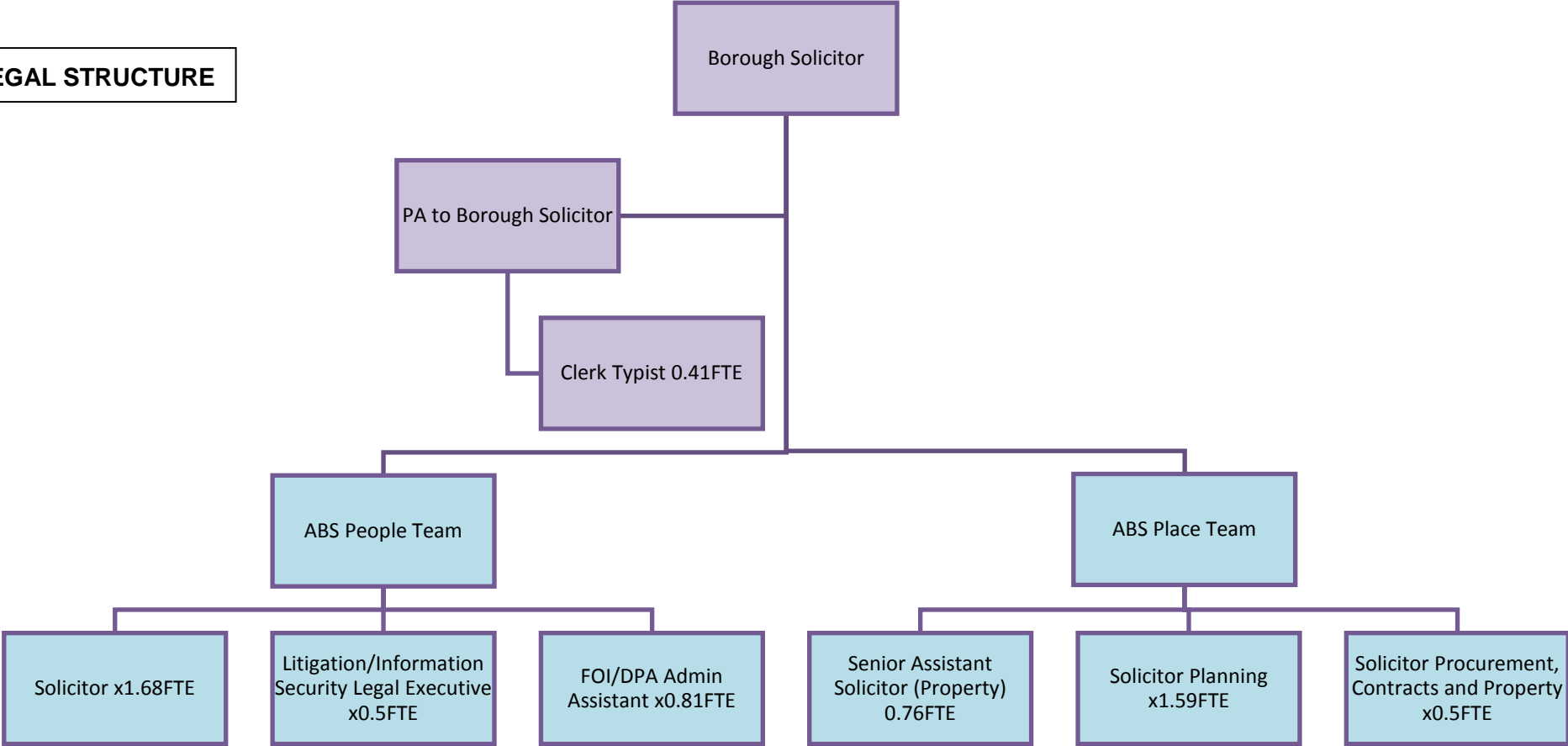
ICT STRUCTURE

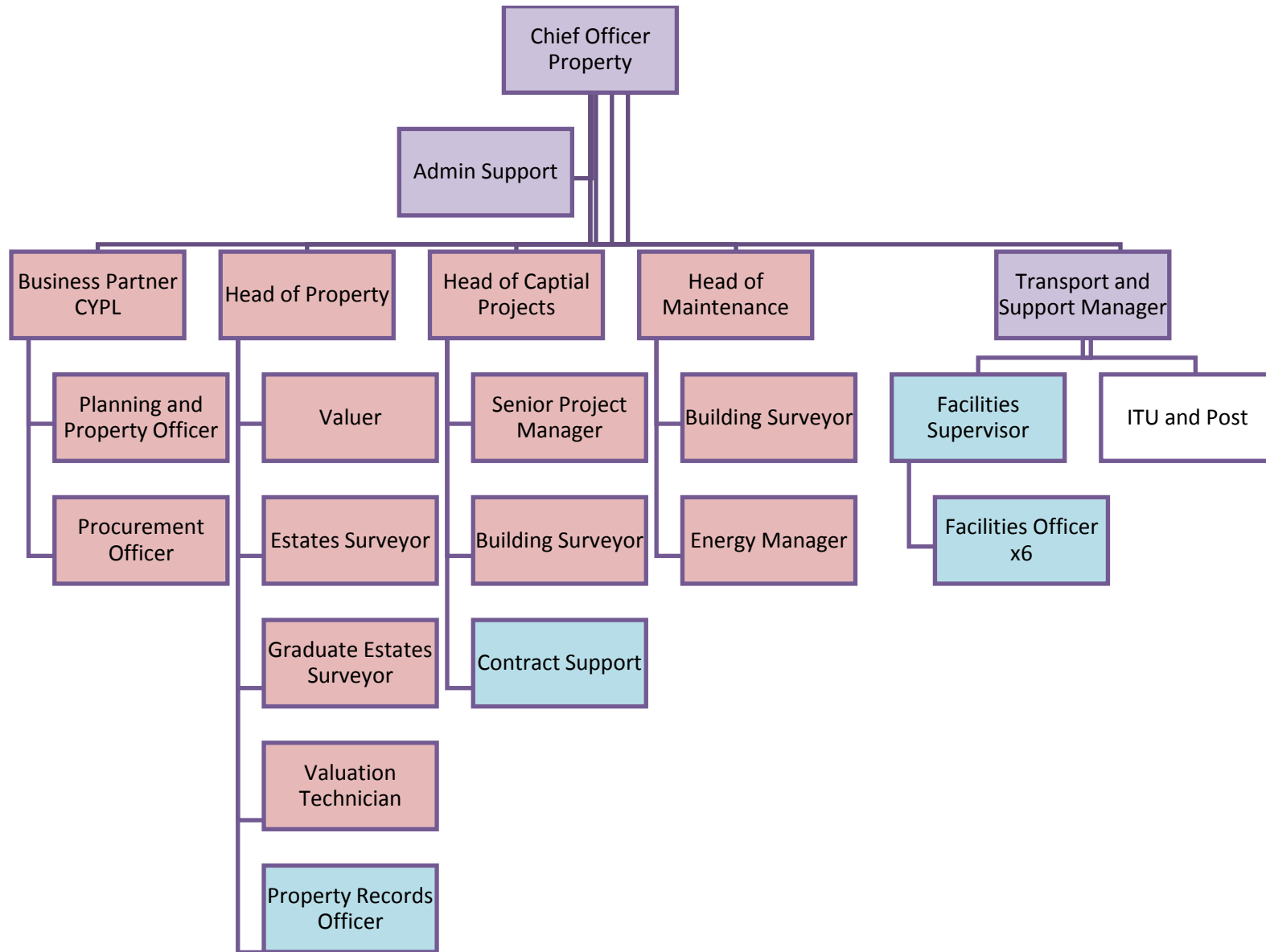


**FINANCE &
PROCUREMENT
STRUCTURE**



LEGAL STRUCTURE





Council Wide Support Services Risk Log

*grey out risk once complete

APPENDIX B: RISK LOG

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
1.	Key staff may leave if they are unsettled as a result of the project		3	4	12	Board (all below)	Regular updates for all staff. Support for staff if they are affected	3	3	9	Board (all below)	22/08/16
2.	Savings are made but the resulting services are not efficient		2	5	10		Focus is retained on value for money rather than just cost	2	2	4		22/08/16
3.	Individual sourcing decisions do not fit into the vision		1	3	3		Project governance is sufficiently robust to ensure individual decisions fit with the overall vision	1	2	2		22/08/16
4.	Performance of support services is impacted during implementation of new models		5	4	20		Implementation is carefully planned. Communications are clear and indicate when changes are going to be made and what the impacts are. Users are prepared and supported through the change	3	3	9		22/08/16
5.	The Council regards the new models as too risky		3	3	9		Service providers and users are supported to understand levels of risk and how they can be managed. The Board is	3	2	6		22/08/16

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
							weighing up risks carefully					
6.	Service partners/functions and users find the scale of change too difficult to cope with staff and managers overwhelmed by change		3	3	9		The extent of cultural change required is identified and planned for. All stakeholders receive training and support before during and after the changes. Performance is regularly reviewed and additional support provided where required	3	2	6		22/08/16
7.	Shared services and other initiatives and projects conflict with the aims of this project		2	4	8		The project board members ensure that the project is kept up to date with new initiatives and impacts and links are regularly reviewed	2	3	6		14/11/16
8.	Loss of control over service delivery through changes to tasks and activities		4	3	12		Ensure the business case for change is communicated and understood	2	1	2		22/08/16
9.	Insufficient capacity to deal with the scale of the change programme		4	4	16		Ensure resources are managed and that Board governance is used to provide quality assurance and oversight	3	3	9		14/11/16
10.	Legal risks associated with implementing structural and organisational change		1	2	2		Ensure Legal team are aware as changes are made.	1	2	2		22/08/16

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
11.	The new model does not deliver the required savings targets within the timescale		3	4	12		Ensure savings identified in the Plan phase of each project are logged and regularly reviewed, with contingency plans where it seems unlikely that savings will be achieved within the timescale.	2	3	6		14/11/16
12.	An increase in fraudulent activity as a result of there being fewer checks and more self-service		3	3	9		Assess risk as part of co-design. Ensure suitable risk based monitoring is in place as part of design.	2	2	4		22/08/16
13.	An increase in mistakes an errors as a result of greater use of self-service		4	3	12		Assess the risk during co-design. Ensure training covers risk areas. Monitor use post-implementation and increase training where required.	2	2	4		22/08/16
14.	ICT systems not robust and sufficient to deliver on expectations within the timescale		4	4	16		Ensure the ICT implications of new ways of working are understood and built into implementation plans. Allow sufficient time in implementation plan for thorough testing. Identify high risk areas and prioritise. Ensure ICT developments are	3	2	6		22/08/16

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
							closely managed with the overall implementation.					
15.	Staff resisting change due to lack of understanding of the business case for the new model		3	4	12		Ensure engagement plans cover the 'why' as well as the 'what'. Use examples / storyboards to illustrate how things will change. Ensure managers understand and regularly discuss with their teams.	2	2	4		22/08/16
16.	Staff and managers circumvent the new self-service systems and develop their own way of doing things		4	3	12		Introduce regular post-implementation reviews to monitor compliance with new ways of working. Where possible remove the mechanisms (paper forms etc.) which support old ways of working.	2	2	4		22/08/16
17.	Set up and implementation costs of the new direction are greater than the saving potential		1	3	3		Ensure the cost of change is regularly reviewed and monitored.	1	3	3		22/08/16
18.	Lack of flexibility with the model so that it fails to adapt to wider transformation/ changes made across the Council		1	3	3		Monitor at programme level and investigate any areas which appear to impact / be impacted by other transformation	1	3	3		22/08/16

Ref *	Risk	Potential Impact	Current Residual Risk Score			Risk Owner	Mitigating Actions	Mitigated Risk Score			Raised by	Date reviewed
			Like'hd	Impact	Total			Like'hd	Impact	Total		
							initiatives.					
19.	Change is introduced which the departments are unable to work with		3	3	9		Ensure reps from the Departments are closely involved with the co-design.	2	3	6		22/08/16
20.	Insufficient time to fully develop the Business Case		4	3	12		Regularly monitor the development of the business case and prioritise / gain extra resource where required.	3	3	9		14/11/16
21.	Pressure of work and limited capacity means staff cannot complete BRP work within specified timescales		4	4	16		Consider postponing the Gateway Review to allow additional time to complete work	2	3	6		23/09/16
22.	Staff don't have confidence in, or understanding of, the process		4	4	16		Regular communication with staff in scope including face to face director's briefing.	2	3	6		14/11/16
23.	Unable to meet deadlines within project plan due to pressure of work and limited capacity of board members		4	4	16		Extend deadlines to allow sufficient time to complete the work. Full implementation plan may not be available for Gateway Review	3	3	9		14/11/16

RISK MATRIX

LIKELIHOOD

5	Green	Yellow	Yellow	Red	Red
4	Green	Green	Yellow	Red	Red
3	Green	Green	Yellow	Red	Red
2	Green	Green	Yellow	Yellow	Red
1	Green	Green	Green	Yellow	Yellow
	1	2	3	4	5

IMPACT

Likelihood:
 5 Very High
 4 High
 3 Significant
 2 Low
 1 Almost Imp

Impact:
 5 Catastrophic
 4 Critical
 3 Major
 2 Marginal
 1 Negligible