



**Transformation Programme**

**Project Title: Council Wide Support Services**

**'Do' Phase**

**Implementation Plan**

Issue Date: January 2017

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## 1 Introduction

This document has been produced to capture and record the basic information needed to implement the project in the 'Do' phase. The plan addresses the following aspects:

- Project approach describing the key elements of the project
- Work breakdown structure where there are several work streams or sub-projects.
- Details of activities within each work stream, including resources required, cost and duration.
- Details of the specific deliverables expected from the project, including which outcomes the deliverables are supporting.
- Quality assurance details.
- Project budget.
- Milestone table.
- Summary project schedule. (A full project gantt chart will also be developed)

When approved by the Project Board this plan will provide the "Baseline" for the implementation. Any changes should be subject to change control.

Any changes to this document must be carried out using a Change Management process and agreed by the Project Board.

## 2 Project Approach

This project will follow the commissioning cycle of **Analyse, Plan, Do, Review**.

Early in the project an engagement plan will be produced which will include looking at the extent of cultural change that will be required and identifying the depth of engagement that will be required.

Challenge will be provided by a Challenge Director and Challenge Officers on the project board and the external advisors. The analyse and plan phases will also look at models in other organisations and engage with the market to look at innovative ideas for service delivery.

The analyse and plan phases will be carried out looking at all services in scope. The implementation is likely to require a number of different work streams depending on the sourcing solution selected.

The **Analyse** phase will involve working with staff from each support service to confirm current performance and costs, map out current processes and collate any existing benchmark data. This phase will also confirm the scope of the project, what the strategic requirements are for support services and what delivery models are available, looking at how support services are delivered in other organisations, what the market can provide and what benefits these models have brought to the organisations which use them. The phase will include mapping current high level customer journeys to establish how support services are accessed and received. The results of this activity will be developed into an outcome framework and an outline business case. This phase is likely to take 8 weeks and a gateway review at the end of the phase will confirm that the phase has looked at the correct areas and that the outcomes are realistic, achievable and will deliver what the organisation requires.

The **Plan** phase will look in more detail at the gap between the current arrangements and the priority outcomes being sought. Working with service providers and service users the project will design the future model including how the services will be accessed and delivered.

Given the complexity of the different services involved in this project these designs will be compared with existing models in other organisations and with offerings from the private sector. The project will produce a sourcing strategy with various options for sourcing the services which will deliver the outcomes, engaging with the market, potential public sector suppliers, existing providers, partners and service users. The strategy will need to establish whether services are to be grouped together for sourcing purposes or treated separately. An outline implementation plan will also be produced. This phase is likely to take 12-16 weeks and will be followed by a gateway review which will look in particular at the sourcing strategy and how it meets the requirements of the organisation.

The **Do** phase will involve sourcing the services – this could involve changing current in house provision, sourcing externally from various providers or stopping providing aspects of the current services. The timescale for implementation will be determined by the sourcing strategy and the complexity of the final solutions.

The **Review** phase will start following completion of the first implementation and continue for at least 12 months following the final implementation.

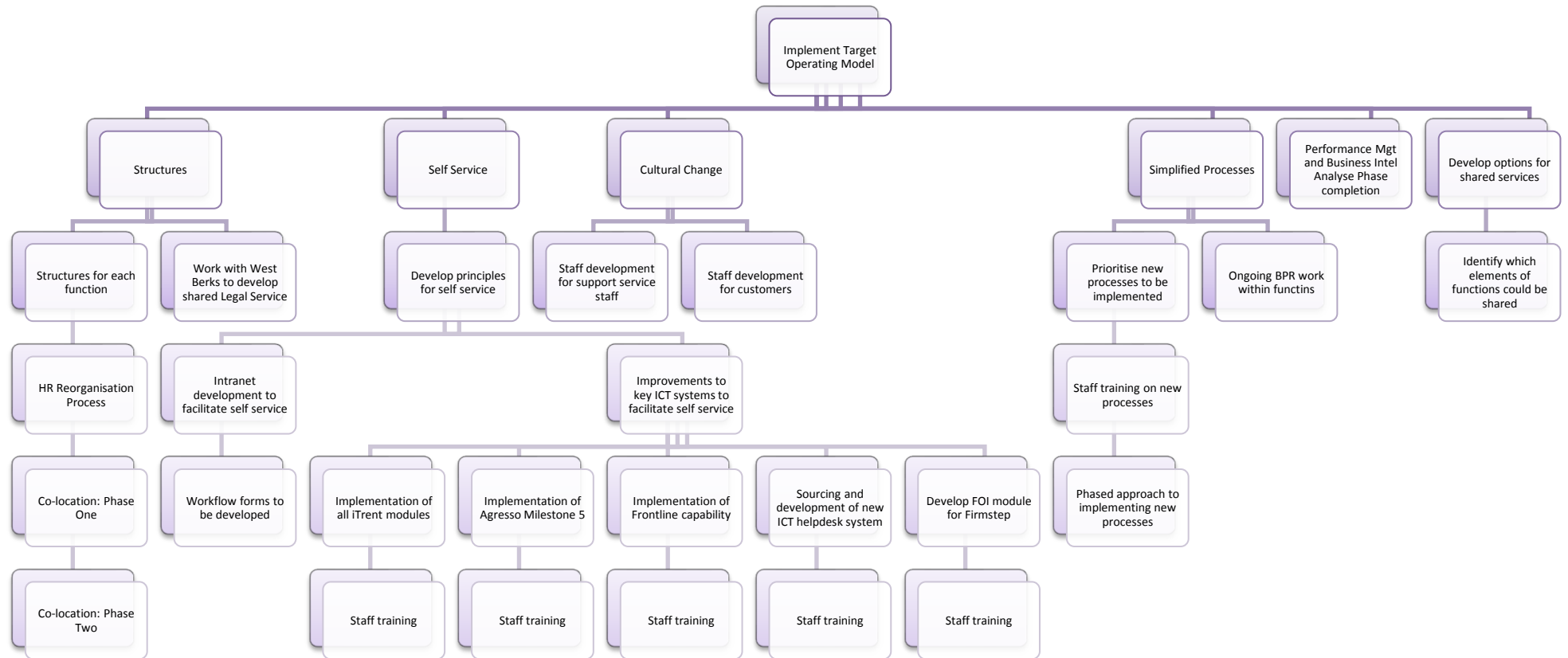
The Board undertook considerable work during the Analyse Phase to help shape the future direction of travel. They completed desk top research and drew upon their local and national knowledge to provide guidance and case studies on potential sourcing options and alternative delivery models available to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



#### 4 Project Work streams/Sub Projects

Work streams					
Work stream	Description/Output	Duration	Resources Required	Costs	Lead Person
Structures	New co-located structures for each function that achieve 10% savings target and align with the Target Operating Model.	By January 2017	HR support for restructure  HR officer to support with new JD/Person Specs	TBC	Chief Officers
	Desk plan for Phase 1 of new structure implementation (prior to move to Time Square)	By September 2017	n/a	Nil	
	Desk plan for Phase 2 of new structure implementation (all staff co-located in Time Square)	Feb – June 2018	n/a	Nil	
Self service	Improved technology to facilitate self-service. This includes upgrades to iTrent and Agresso, VFire being replaced, an FOI module being created and increased use of existing Frontline capabilities. Workflow processes to be created to improve interface between systems and the intranet will be improved to support self-service.	By Sept 2017	Officer within Digital Services to develop work flow forms / intranet	TBC	Colin Stenning
		By Sept 2017	Internal HR resource to modify iTrent reporting	Nil	Nikki Gibbons
		By Sept 2017	Officer to work on development of FOI module	TBC	Sanjay Prashar / Toni Ball

		TBC	VFire resources required?	TBC	Paul Day / Debbie Langley
		TBC	Agresso resources required	TBC	Calvin Orr
Simplified Processes	Phased approach to implementation of 'to be' core processes.	By March 2018	Training for staff on new processes	TBC	Chief Officers
	Ongoing BPR work to map further processes across functions.	By March 2019	Staff time to map new processes	Nil	
Performance Mgt and Business Intel	Complete Analysis and produce Analyse Phase report.	TBC	Consultancy support being provided by Activist	TBC	Victor Nicholls
Develop options for shared services	Ongoing discussions with West Berkshire around shared Legal Service.  Identify which elements of each function could be shared and begin discussions with other boroughs.	18 months	TBC	TBC	Sanjay Prashar / Alison Sanders
Benefits Realisation	Benefits Realisation Plan to be developed, including all baseline information (e.g. staff survey)	By March 2017	Officer time	n/a	TBC

## 5 Deliverables

This section should include the main deliverables the project is expected to achieve. It may be presented in the following format:

Item	Components	Description	Contributes to which outcome?
<b>Staff structures</b>	<ul style="list-style-type: none"> <li>New staff structure for each function</li> <li>New job descriptions and person specifications created</li> </ul>	A staff structure for each function that aligns with the Target Operating Model with staff located within the Support Hub	Structures

	and subject to job evaluation <ul style="list-style-type: none"> <li>• Restructuring Report</li> </ul>	and the Enabling Hub.	
<b>Desk plans</b>	<ul style="list-style-type: none"> <li>• Desk plans for Phase 1 of implementation (when staff are spread across two sites)</li> <li>• Desk plans for Phase 2 of implementation (when staff are fully co-located in Time Square)</li> </ul>		Structures
<b>To be processes</b>	<ul style="list-style-type: none"> <li>• Process maps</li> </ul>	New 'to be' processes that focus on value to the customer.	Simplified processes
<b>Intranet</b>	<ul style="list-style-type: none"> <li>• Intranet section dedicated to self service</li> <li>• FAQ section for each function</li> </ul>	An intranet that is fit for purpose, with single sign on access to all necessary ICT systems and workflow forms for cross-cutting processes.	Self service
<b>Improved ICT systems</b>	<ul style="list-style-type: none"> <li>• Workflow forms for cross-cutting processes</li> <li>• FOI module on Firmstep</li> <li>• Implementation of all iTrent modules</li> <li>• Implementation of Milestone 5 of Agresso and any required Experience Packs</li> <li>• New helpdesk system for ICT</li> </ul>	Improved ICT functionality that meets the needs identified in the new 'to be' processes.	Self service
<b>Benefits Realisation Plan</b>	<ul style="list-style-type: none"> <li>• Baseline data</li> <li>• SMART targets</li> </ul>		Benefits realisation

## 6 Project Quality Strategy

The project is expected to achieve the following outcomes:

- Cost savings of £800,000 over two years (2017/18 and 2018/19).
- Improved technology to enable increased self-service.
- More efficient core processes across all functions in scope.

The Project Board will continue to meet on a monthly basis to monitor implementation.



All benefits will be profiled early in the Implementation Phase and a full Benefits Realisation Plan produced and monitored by the Project Board.

Significant issues or concerns will be escalated to the Transformation Board.

The principles of self service, developed during the Plan Phase, will be used to measure progress against.

## 7 Financial Plan

The following funding has already been secured to begin delivering the required ICT upgrades:

- £20,000 from the 2017/18 Capital Funding Programme for improvements to the intranet to enable increased self-service.
- £125,000 via a revenue contribution from the Transformation Reserve to deliver Phase 2 of the implementation of iTrent. This includes the implementation and roll out of Employee Self Service (ESS) and Manager Self Service (MSS) including the development of email prompts.

A bid will need to be made to either the Transformation Reserve or the Capital Funding Programme for the following:

- Intranet - Additional funding may be required for intranet improvements to develop all the required interfaces for self-service.
- VFire – replacement of this system is likely to be required as it is not currently fit for purpose
- Agresso - Two additional Experience Packs may need to be purchased to maximise the self-service functionality for budget monitoring.
- Firmstep – Funding may be required to develop an FOI Module.

Quotes for these are currently being sought.

## 8 Milestone Table

This section should include key milestones and the target dates for completion – include project management milestones, such as plan agreed, budget agreed etc., deliverables milestones and key decision making meetings.

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	March 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	March 2017	April 2017

ICT upgrade requirements		
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	June 2017	June 2017
Redundancy letters issued	June 2017	June 2017
Staff training on new processes	March 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

## 9 Project Plan

	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Staff consultation on restructure										
Baseline data collated for Benefits Realisation Plan										
Develop proposals for shared Legal service										
Organisational Development activities										
Implementation of new processes (including training)										
iTrent modules go live	Employee Self Service			Learning & Events, Perf Mgr						People Manager
Agresso Milestone 5 implemented										
Develop requirements for Vfire replacement										
Frontline upgrades										
Intranet development										
Implement new structures										

