

**WYRE FOREST DISTRICT COUNCIL**

**CABINET**  
**22<sup>nd</sup> SEPTEMBER 2009**

**Transformational Change and Delivery Programme**

<b>OPEN</b>	
<b>COMMUNITY STRATEGY THEME:</b>	N/A
<b>CORPORATE PLAN AIM:</b>	A Well Run and Responsive Council
<b>CABINET MEMBER:</b>	Cllr John Campion Leader of the Council
<b>DIRECTOR:</b>	Chief Executive
<b>CONTACT OFFICER:</b>	Chief Executive
<b>APPENDICES:</b>	Appendix 1- Summary Report. <i>The appendix to this report has been circulated electronically and a public inspection copy is available on request. (See front cover for details).</i>

**1. PURPOSE**

- 1.1 This report sets out a summary of the “Transformation and Delivery Programme” undertaken by Qedis Consulting Ltd and funded by the Improvement Efficiency Partnership West Midlands.
- 1.2 The main report, which can be accessed using the intranet, provides an analysis of the main challenges facing the Council and sets out the recommendations which have been considered by the Corporate Management Team.

**2. RECOMMENDATION**

The Cabinet is asked to:

- 2.1 (a) **Approve and accept the Qedis report as a provisional roadmap for the transformation of Wyre Forest District Council.**
- (b) **Comment on responses in order to develop a definitive action plan for adoption when a permanent Chief Executive is appointed.**
- (c) **Note that the decision not to appoint a Strategic Change Director will impact on the capacity of the organisation to deliver this programme.**
- (d) **Recommend to Council the expansion of terms of reference of the Single Site Project Board to include the monitoring of the Transformational Change and Delivery programme.**

### **REASONS FOR RECOMMENDATION**

- 2.2 Service Transformation is central to the Council's ambitions to modernise and improve its services to meet the changing needs and expectations of its customers. New ways of working, enabled by technology and the take up of services through more cost effective delivery channels, will assist the Council in improving services, meeting its efficiency targets and create potential for further partnership working.

### **3. BACKGROUND**

- 3.1 In February 2009 the Council agreed a three year budget strategy and determined the principles for the future development of its organisational structure which were designed to encourage cross-service working, introduce new ways of working, establish Service Managers as the officers accountable for services, and refocus the Directors' energy into developing the Council's strategy and corporate development.

- 3.2 Given the financial pressures facing the Council it was necessary to respond more effectively to changing demands and priorities. In developing an urgent response, three issues were of overriding importance. First, the Council's workforce was reduced. Second, the resources available are unlikely to increase. Third, it is important to protect, as far as possible, investment in front line service provision.

- 3.2 To underpin the budget strategy and restructure it was decided that such a significant changes merited a wider review of services and the way in which they are currently delivered. With funding from the Improvement Efficiency Partnership West Midlands Qedis Consulting Ltd were engaged to develop a Transformation and Delivery Programme. In many respects the Council was in the early stages of achieving a change programme through its Corporate Plan.

- 3.3 The Qedis report was presented to members and senior officers on 21st July and has been the subject of internal consultation. The Corporate Management Team agreed to bring forward a further report, after consultation, responding to the recommendations and advising which ones should be implemented and those which should be changed or not pursued.

### **4 KEY ISSUES**

- 4.1 The attached summary report (**refer to Appendix 1**) by Qedis recognises the good work and achievements of the Council and the swift response to the prevailing economic climate. The work by Qedis has been intensive and focussed on six elements namely:

- People
- Finance
- Projects
- ICT Projects
- Performance Management

- Communications

- 4.2 It is a highly ambitious two-year programme which will require considerable capacity to deliver. The recommendations are largely consistent with other evidence we have gained from both our own internal analysis and by the district audit. It will be further supplemented by the results of the Staff Survey (currently underway) and the 2008/09 Place Survey. We can be confident, therefore, that these are the key issues that will facilitate not only short term imperatives but also the longer term implications of becoming a well run and responsive Council.
- 4.3 The report brings together the key work streams already underway which will collectively deliver the transformation, service improvement and efficiencies required. These are better use of IT, flexible working, single site and proactive budget management.
- 4.4 The recommendations have been discussed by CMT and a consensus will be reached on a response for each one having regard to the outcome of employee and member consultation. Each recommendation is listed with a response which states that either the recommendation is accepted, with a proposal for dealing with the recommendation, or is partially or not accepted with a reason why this is the case. This is work in progress and will continue over the coming months.
- 4.5 To deliver Members' priorities, service transformation is required across the organisation and at all levels and requiring engagement by all employees. Service Transformation is also about creating an environment where all our employees can deliver the highest standards of performance, where they have the information and tools necessary to do their job well and where their behaviour and working practices enable more customer focused and efficient services to be delivered. Service Transformation contributes to cultural change within the organisation supporting strong leadership, and a greater focus on performance and employee competencies so that the Council can deliver the scale of improvement that it is seeking.
- 4.6 The action plan will include projects to review existing skill sets and competency framework and training programmes designed to meet new requirements.
- 4.7 The next steps are to:
- (i) establish a formal project Board
  - (ii) bring all the existing work streams under that Board.
  - (iii) set a clear programme, with milestones for achievement of our goals
  - (iv) agree and effectively communicate our vision for, purpose of, and pathway through this transformation to staff members and our communities.

The first stage of this is a priority for the Interim Chief Executive, and will be

completed by the end of 2009.

**5. FINANCIAL IMPLICATIONS**

- 5.1 The vast majority of the Programme will need to be funded from existing directorate budgets. Where additional investment is required projects within the programme will be supported by a business case setting out any costs and financial (and non-financial) benefits.
- 5.2 Financial benefits will be required to be captured at directorate level and be built into directorate budgets for 2010/11 and beyond. They will also be reflected in the Council's annual efficiency statement. The timescales for realisation of benefits will vary depending on the project concerned.
- 5.3 The key technological infrastructure that underpins the programme is also supported by the ICT budget. This budget is being used to build capacity within the Council to enable more transactions from all directorates to be delivered through different channels. The ICT Budget is currently helping to transform the Council's web site and fund development of key enablers such as electronic forms and document and records management including GIS.

**6. LEGAL AND POLICY IMPLICATIONS**

- 6.1 There are no specific legal considerations arising from this report.
- 6.2 The Transformation and Delivery Programme will be driven by customer insight in setting both overall priorities and development of new channels for service delivery. In particular various opportunities will be provided for customers to engage in the development of the Council's web site. This will include customer surveys, for example the Place Survey conducted in 2008, and focus groups to determine how this channel can be best developed to meet changing customer needs. In addition the Council will continue to monitor usage of the web to determine the impact of changes and take up of new online services.

**7. RISK MANAGEMENT**

- 7.1 The development of the Transformation and Delivery Programme, new technology and new ways of working is not without risk. In particular the Council will need to ensure that the programme continues to meet customer and organisational requirements and that it is able to demonstrate that it has obtained value from its investment in new technology or other projects.
- 7.2 If the Transformation and Delivery Programme is not delivered, the Council's ability to deliver efficiency savings is severely compromised, which will have an adverse impact on the Council's Revenue Budget. Savings would have to be made in other ways including more redundancies.
- 7.3 The identified risks will be mitigated through strong project and programme management including a process for identifying, managing and mitigating risk, the adoption of more common standards and systems, greater customer research and consultation to ensure that service changes respond to local

need, and effective communication and co-ordination to ensure that the benefits are maximised across the organisation.

**8. CONCLUSIONS**

- 8.1 The Consultants have produced a helpful report. It is clear that there are a number of positives, which should give assurances to the Council about the how we will effect transformation. It will support and enable the development of the Council and its employees to better meet the changing needs of the community, whilst providing customers with choice of access to services and service information
- 8.2 Service Transformation is vital to the future performance and efficiency of Council services and to meet the changing needs of our customers. The priorities outlined in the report will drive the development of the Transformation Plan for the next two years and beyond and the arrangements proposed will ensure that this is translated into a real improvement in services and cost effectiveness.
- 8.3 Overall, the Transformation and Delivery Programme establishes priorities and an action plan to deliver a step change in the efficiency of Council services – to provide better, faster and more cost-effective services to its customers.

**9. CONSULTEES**

CMT

**10. BACKGROUND PAPERS**

None other than those indentified in the report