

CABINET - MONDAY, 15TH APRIL, 2019

SUPPLEMENTARY PAPERS

The following Papers were tabled at the meeting.

AGENDA ITEM	REPORT TITLE	<u>PAGE</u>	WARD
3.	SBC Transformation Programme	1 - 20	All
	Presentation slides		
5.	Community Investment Fund 2018/19 Update and 2019/20 Budget	21 - 22	All

• Cabinet allocations from 2018/19 underspend and initial allocation from 2019/20





AGENDA ITEM

Cabinet 15 April 2019

Transformation Programme Business Case

Josie Wragg



Our vision

- People will be proud of Slough as a place to live and work.
 Residents, businesses and communities will have every opportunity to be independent, successful and to participate in solving local issues. No one will get left behind.
- Our services will be seamless for customers, underpinned by a dynamic organisation driven by data, insight and effective use of technology. We will have capacity and agility to anticipate and respond to future change and demand.
- Our role will be as a place shaper, facilitator and enabler, closely collaborating with residents, businesses, communities and partners.



Crossroads















Why (we need a transformation programme)

A transformation programme is necessary because the Council needs a new operating model to respond to:

- Continued financial pressures
- Rising demand for key services specifically in Social Care
- An increase in resident expectations around customer services in a digital age
- A desire to grow resilience and independence in our communities.

















Why (we need a transformation programme)

Areas where financial efficiency can be generated includes:

- Poor online functionality limiting channel shift and self-serve
- Old technology infrastructure in need of modernisation
- Multiple systems that don't talk to each other and some good
 systems that need implementing more fully
- Processes that are overcomplicated, paper based and involve multiple handoffs and duplication
- Customer services activity and ethos that lacks investment and is not empowered or enabled
- Inconsistent approach to commissioning and contract management.



How (we need to change)

- We want to be a world class organisation
- We need to become efficient quickly this will free up resources for us to invest as we need and choose
- We also need to be agile and able to evolve and respond to future
 change
- ❖ We also want a different relationship with our communities, with services designed and delivered by and with our communities.
- We must create a sustainable cost base.

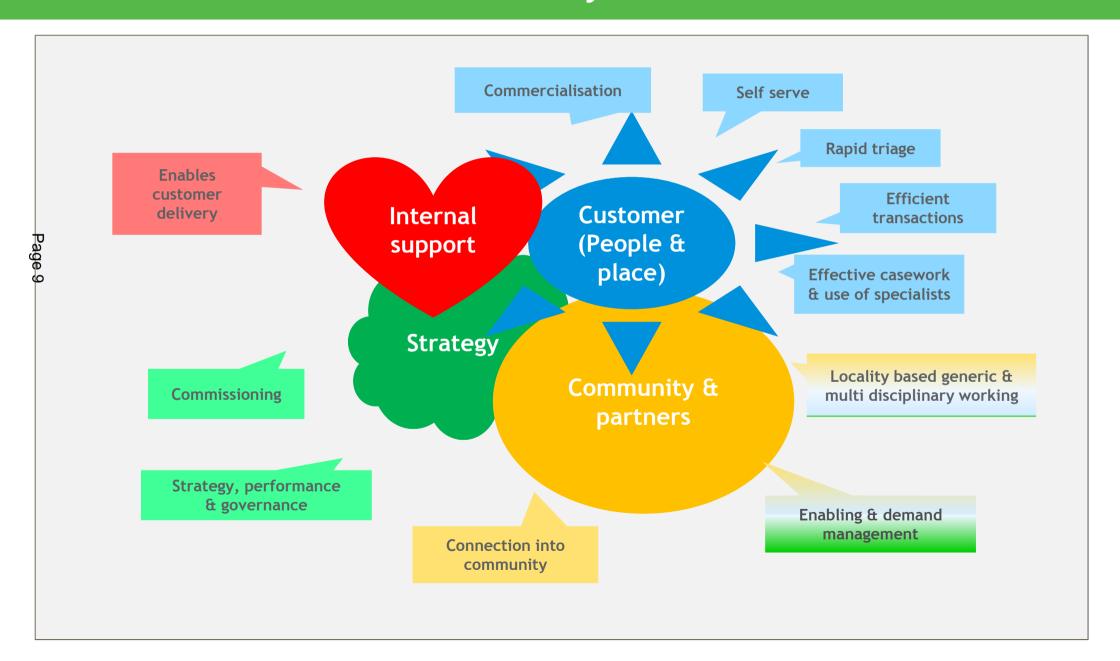


What (change will look like)

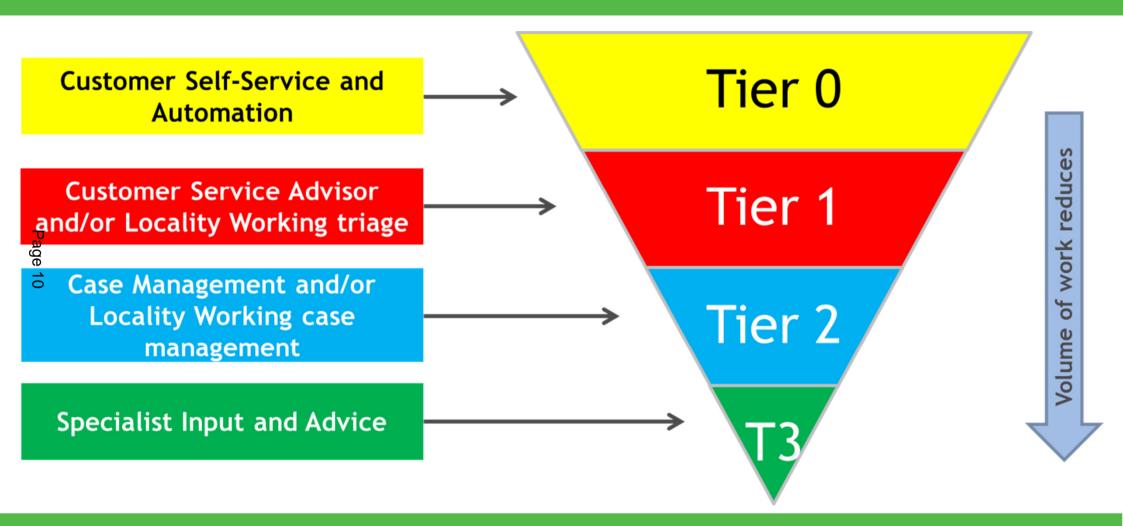
- The change will be system-wide, encompassing communities and partners as well as the council.
- Everything is in scope unless specifically descoped.
- The changes will recognise and build on the great practice already achieved by our staff making it easier to deliver excellence.



Operating model – high level thinking (heart, brain, body)



Activity tiers





Housing repair

Multiple possible teams to contact e.g. council housing repairs, customer services, neighbourhood housing, complaints ...

Multiple possible channels - not sure which is quickest Single booking system for appointments with confirmation and reminder by email or text

Update on specific timeslot before contractor arrives

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Customer service empowered to make goodwill gesture or payment



Customer notified if contractor running late

Customer has to wait and/or is passed around. Inconsistent advice

No specific online form

If contractor fails to arrive customer services can check appointment on same system and remedy by contacting contractor and/ or rebooking

Ability to monitor trends and take proactive action to improve

NOW

FUTURE

Multiple ways to get in touch not sure which is the best Cases have to be manually logged and chased - and not all are logged

Simple customer requests, reports and tracking (e.g. pothole, fly tip) made through customer process

Same process if report online, phone or face to face

Limited take up by Members of system capability

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Good locality relationships

Members well trained and can see the benefits of the system

Ward view of local issues and resolution on Member's intranet

Response to Members comes back in all different kinds of format - not always clear if resolved Process doesn't differentiate simple request and more complex cases

Single workflow system for casework (e.g. concern about a housing allocation), auto updates, and helpful dashboard information Clear definition of what is customer enquiry/ request v member casework

NOW

FUTURE

Call to the customer

contact centre will

have to be on hold

Online form but no immediate solution or ability to get an update

Multiple hand offs and systems involved up to 10!



Face to Face time consuming and no immediate solution will need passing on

Email to various addresses may get passed around and customer not updated

Letters or formal complaints - time consuming and an unnecessary escalation One system with one simplified process regardless of method of contract

No email addresses but the ability to log and get automatic updates on line and via txt

The customer
Contact centre would
use the same system
and can view
progress and update
the customer in real
time

Less need to complain or right letters saving time for all

Ability to monitor trends and then take proactive action to improve service

NOW

FUTURE

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Vulnerable person at risk of eviction

Mental health issue but doesn't meet threshold so limited knowledge of issues

Housing rent arrears developing

Person known to localities through conversation e.g. about rent arrears

Localities team bring together relevant services for earlier help

Not managing tenancy/ property

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Health worsening

Connect to benefit/ debt support (community/ voluntary

Plan of support is co-ordinated across the Council

Financial issues. Not navigating benefit system

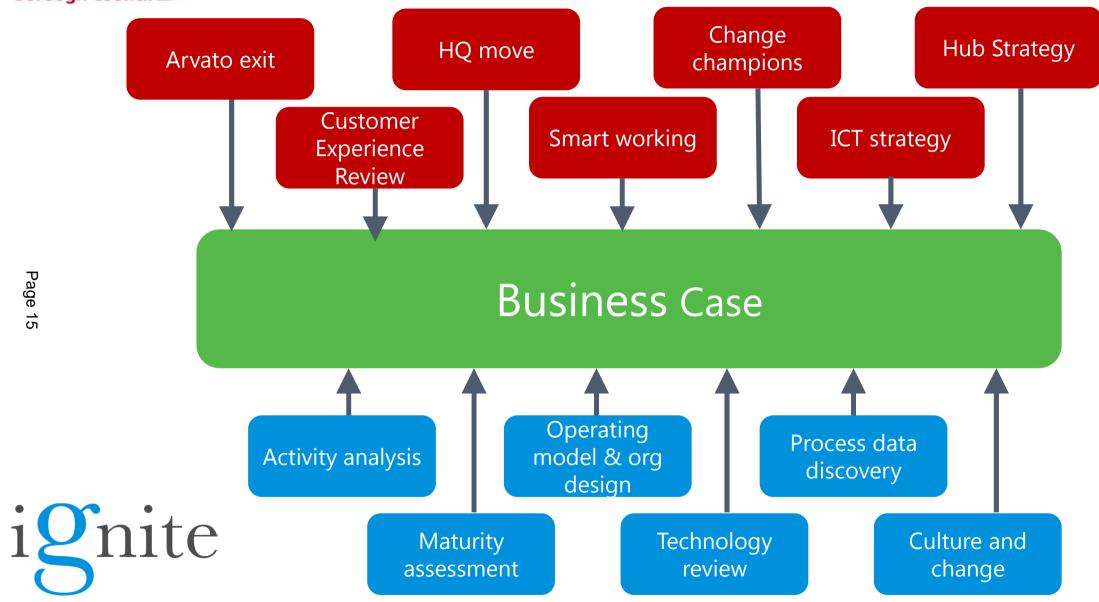
Various touch points for council - but no join up

Potentially recovery college

NOW

FUTURE





Design Principles – Short versions

Foundations

Clear accountability for statutory duties

Establish golden thread

Delivery in partnership

Think commercially

Team and Workforce Design

Right staff in the right place

Deliver services locally

Resilience and agility

Common purpose and shared identity

Person-centred Design

Use data and insight to improve

Consistent journeys and pathways

Digital by default

Resolve first time

Fostering Independence

Focus on people's strengths as well as needs

Ensure people are well-informed

Proactively manage demand

No one is left behind

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Business Case Schedule





Transformation Programme Phases & Scope

Phase A

Mobilisation and detailed design

Apr-Dec 2019

- Deliver Arvato exit and HQ move (lift and shift)
- Establish foundations for transformation (programme team, governance and project mapping, mobilise and communicate)
- Refine business case (detailed OM design, key strategies, tech specs and procurements, L&M development, Arvato due diligence, Align Children's Trust, Key partners, TECKAL)
- New website and 66 process redesign (design, less and simpler content, top tasks)
- New housing system implementation starts

Phase B

Implementation

Jan 20-Mar 21

- Structural changes to implement operating model and start transition
- Key changes to Customer and Locality working
- Technology infrastructure modernisation to support genuine agile working
- Transformation technology and process improvement starts
- Landmark Place move
- Complete housing system implementation

Phase C Embed Apr 21-Apr22

- Benefits management and delivery
- Ongoing development of new technology and processes (embedding and improving based on customer feedback)
- Embed agile, customer-centric, non-silo based culture in new teams

Phase A

Transformation team and governance in place align all projects aligned

Exit Arvato contract (1 Nov)

Operating model detailed design complete

Children's Service Trust delivery and operating model confirmed Leaders and managers Culture/change intensive work and design of plan

Community/locality strategy written and early alignment of as-is teams

ICT strategy and delivery partners known

Customer/digital strategy and tech solution confirmed and early alignment New housing system procured and implementation started HQ move complete and Accommodation Strategy and plan complete

Process improvement approach in place and target 54 web based processes

New website live

Customer Insight and coproduction of new Council design engage key partners e.g Health

Intensive Communication of Transformation Review all key component strategies and align

Design Support Services including Admin Refine non financial Benefits and set targets and measures Design Strategy, Commissioning and Procurement

CMT restructure

Identify detailed investment plan for benefit realised by the programme



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SLOUGH BOROUGH COUNCIL CABINET – 15th APRIL 2019

COMMUNITY INVESTMENT FUND

PROPOSED CABINET ALLOCATION OF 2018/19 UNDERSPEND

- Replacement of lost trees (£40k revenue)
- Green gyms (£25k revenue, £5k capital)
- Defibrilators in parks (c. £8k)
- Langley and Farnham Road shopping areas public realm improvements (£24k)

PROPOSED CABINET ALLOCATION 2019/20

- Replace signs in parks and public spaces (£100k)
- St Mary's Church War Memorial restoration/improvements (up to £15k)

The remainder of the Cabinet's £210k capital to be allocated later in 2019/20 via the update report scheduled to be considered by the Cabinet on 18th November 2019.

