

Corporate Scrutiny Committee: Transformation Programme

Overview

The Council's Transformation Programme is designed to:

- improve the Council's overall efficiency and effectiveness.
- support the delivery of £54m of savings in 2017/18.
- support the Council to achieve target outcomes for the Kirklees population.

The Transformation Programme is council-led, with additional, specialist support provided during 2017/18 by our Transformation Business Partner (Deloitte) in three specific areas: All Age Disability, Adult Care Offer and Procurement.

This short report outlines for the Scrutiny Committee:

- the scope of the Transformation Portfolio in 2017/18
- how progress is being monitored through strong programme assurance. Including:
 - financial monitoring
 - tracking key milestones
 - capturing non-cashable benefits
 - self-assessment.
- some of the lessons learned that could be applied elsewhere.

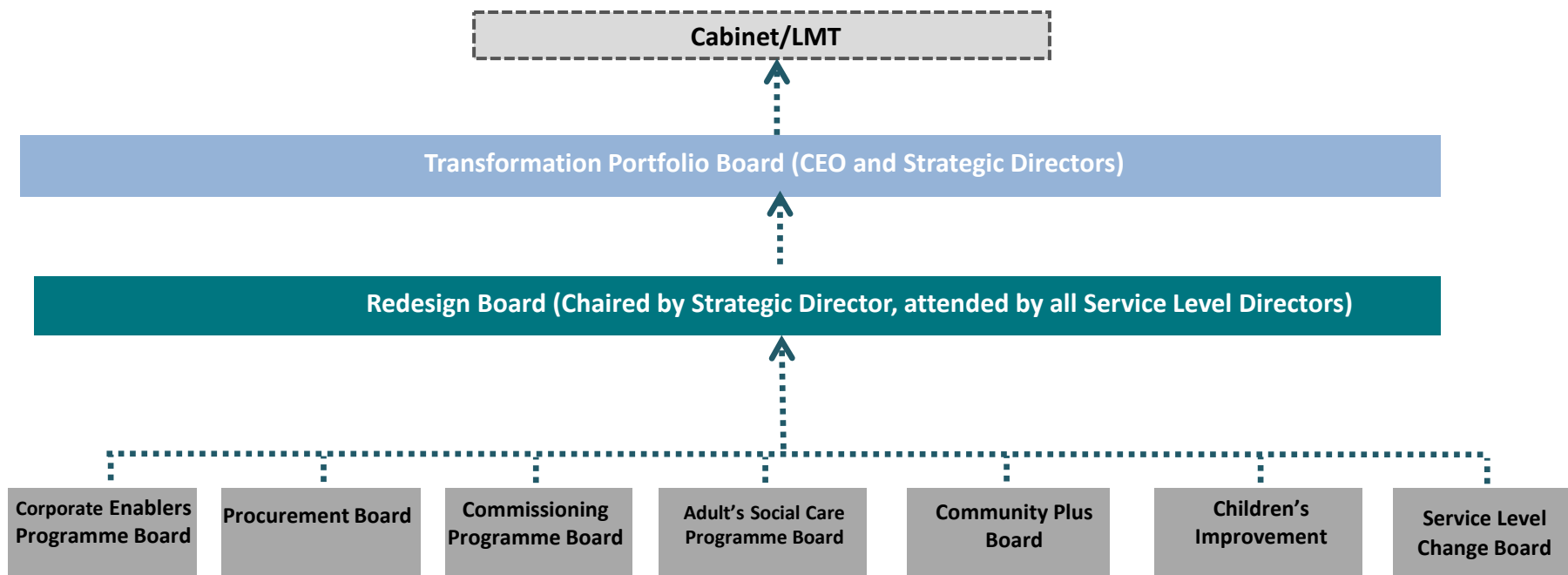
What does the programme include?

The Council has a very large and complex programme of transformation activity in place. All projects are intended to deliver cashable savings, improved outcomes or both.

Corporate Enablers		Commercialisation	Commissioning	Adult's Social Care		Community Plus	Children's Improvement
Business Intelligence	Procurement (with Deloitte)	Commercialisation	Sufficiency	All Age Disabilities (with Deloitte)	Adults Sufficiency	Implementation of Community Plus model	Children's Improvement
<ol style="list-style-type: none"> Roll-out a council-wide Business Intelligence programme 	<ol style="list-style-type: none"> Carry out detailed review of all commercial contracts to determine opportunities for renegotiation Enforce existing local procurement policy to include the reintroduction of a dynamic (council-wide) contracts register 	<ol style="list-style-type: none"> Enhance income generation from fees and charges Review statutory responsibilities for the Education System Reduce support to Schools Organisation, Planning & School Admissions Learning Services Trading 	<ol style="list-style-type: none"> Review support to early learning Reduce spend for independent sector homecare and older people's placements 	<ol style="list-style-type: none"> Increase direct payments take-up Embed independence-led assessments Increase the provision of supported living Develop a sustainable model for EYSEN service Review service providing activities for YPAT 	<ol style="list-style-type: none"> Increase Reablement capacity Complete implementation of best partnering proposals Complete redesign of Supporting People provision 	<ol style="list-style-type: none"> Implementing the Early Help Hubs Developing and implementing the Community Plus offer Local Area Co-ordination Integrated and partnership working with VCSE and third sector 	<ol style="list-style-type: none"> Implementation of the Improvement Plan agreed with DfE
Access to Services							
<ol style="list-style-type: none"> Implement council digital programmes for enhanced internal and external self service Implement Corporate Front Door and channel shift strategy New ways of working with corporate landlord service Re-shape Library and Information service 							
	Shared Services						
	<ol style="list-style-type: none"> Review shared service centre strategy, including HR processes Review SAP processes to reduce number of requisitioners 						
Implementation of Liquid Logic							
<ol style="list-style-type: none"> Scope of initiatives to be confirmed in conjunction with IT and Children's 							
	Mobile and Agile						
	<ol style="list-style-type: none"> Implement IT capability Strengthen organisational readiness for mobile and agile working Agree and implement vision for accommodation assets and mobile working policies 						
Organisation Development							
<ol style="list-style-type: none"> Scope to be agreed and will include People Strategy and Workforce plan 							
				Adults' Care Offer (with Deloitte)			
				<ol style="list-style-type: none"> Establish a systematic review taskforce Embed strengths-based assessments for new Adults' service users Develop service user pathways for Adult Social Care 	<ol style="list-style-type: none"> Develop an integrated commissioning strategy Complete retendering of Care at Home Strengthen the RAS (resource allocation system) 		
					Adults Commissioning		
						Adults' Front Door	
						<ol style="list-style-type: none"> Explore options to reconfigure the front door for Adults 	

How is the programme governed?

Strong governance has been put in place to oversee all of this activity, with clear delegated authority at each level.



Frequency of meetings:

Fortnightly: Programme Boards and Redesign Board

Monthly: Transformation Portfolio Board

17/18 benefits performance:

Monitoring cashable benefits at a portfolio level

The overarching savings associated with transformation are tracked monthly through the Council's Corporate Financial Monitoring processes. This is done to make sure there is a 'single version of the truth'. The monthly dashboard report is discussed by the Redesign Board and Transformation Portfolio Board.

At the end of Month 6, the transformation programme performance of the transformation programme was tracking as follows:

	Target	% forecast saving (end of year forecast)
Transformation Savings	£34m	91%
Service level changes	£20m	97%
Total savings anticipated	£54m	95%

17/18 benefits performance:

Monitoring savings at a project level

Adult Social Care

For some of our complex projects with high savings targets, we are also monitoring savings in detail at a project level. This is especially the case where corporate performance monitoring does not provide activity in enough detail to show how we are tracking against benefits targets. For example, the systematic review taskforces in adult social care are having performance monitored in detail on a weekly basis. We are tracking:

- Number of reviews undertaken
- £ savings identified
- £ of the saving that can be achieved within 17/18.

Procurement

We will also be tracking procurement savings in a similar way – for example, routinely comparing revised costs of temporary staff to our baselined costs to track the cashable benefits being achieved – and then taking remedial action where expected savings are not being delivered.

Non-cashable benefits

The cashable saving required from each project is understood and reported at a programme level into Redesign Board monthly. In addition, we are also developing non-cashable benefit profiles for each project, aligned to the Kirklees Outcomes Framework.

What difference is it making? The wider benefits

I really like it! Brilliant!!

It's speeding up processes (at court, for example), I'm able to work quickly with partners – reducing process from 2 days to half an hour.

It's breaking down barriers. Young people are more willing to engage via tech (for example drawing family situations direct on a tablet).

Workload actually more manageable!

Not as much catching up on paperwork.



As well as financial savings and milestones – we are tracking non-cashable changes. For example, we are launching a survey for all early adopters of mobile and agile technology to test if anticipated benefits are being achieved.

17/18 benefits performance:

Transformation Self Assessment

We have recently asked all services who have delivered their savings in full to complete a self-assessment against criteria set out in the Council's Target Operating Model for Transformation. This has been done to:

- identify best practice across the authority,
- any areas of common challenge, and,
- services where savings may have been achieved, but the service has not been transformed.

This is an example of the criteria that services are scoring themselves against:

We've got people with the behaviours we need...

Not started	Learning and developing	Planning and implementing	Embedding	Established way of working
<ul style="list-style-type: none">• We have not considered what the behaviours and expectations mean for our service.	<ul style="list-style-type: none">• We are starting to talk about the behaviours and expectations, and to recognise when we do and do not demonstrate them.	<ul style="list-style-type: none">• We are planning how to make sure that everyone understands and demonstrates the behaviours and expectations at the right level for their role.	<ul style="list-style-type: none">• Everyone knows about the behaviours and expectations, and we can see people demonstrating them at all levels in the service.	<ul style="list-style-type: none">• The behaviours and expectations are part of daily life in our service for both staff and managers.• We routinely use the behaviours and expectations in performance management and recruitment.

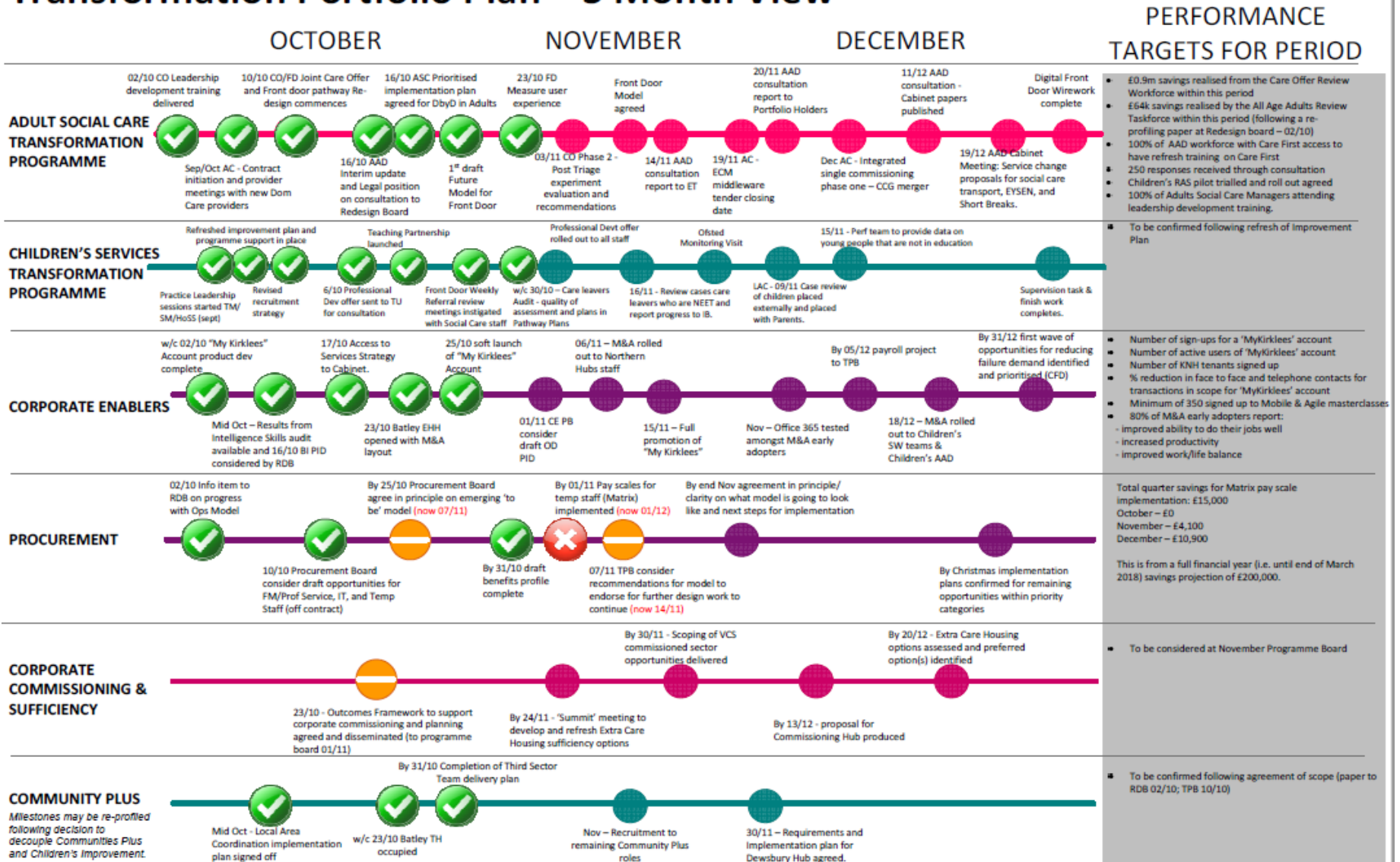
Tracking: Achievement of milestones:

Transformation Portfolio Plan – 3 Month View

	JULY	AUGUST	SEPTEMBER	PERFORMANCE TARGETS FOR PERIOD
ADULT SOCIAL CARE TRANSFORMATION PROGRAMME	<ul style="list-style-type: none"> 10/07 AAD 'Inform' communications identify potential changes to services. 24/07 Engagement on AAD Policy framework Children's RAS and Criteria ends 31/07 Report on transfer of care homes to Cabinet 31/07 AAD and Care Offer: Review teams fully in place and operational. 	<ul style="list-style-type: none"> 01/08 Tender out for ECM middleware (released 29/09). 22/08 AAD approval to consult report to Cabinet 31/08 Refine care offer version 2 and roll-out 	<ul style="list-style-type: none"> 04/09 Public consultation launched re. changes to EYSEN, Home to School Transport, AAD Transport and Short Breaks 15/09 Contracts awarded for Dom Care Adults DbyD agile development begins (now starting October) 	<ul style="list-style-type: none"> 191 independence led (Older People's) reviews completed by 29/09/17 and £228K savings identified X paper to Redesign Board 02/10 26 strengths based (AAD) reviews completed by 29/09/17 and £156K savings identified ✓ Public consultation began as planned on 04/09/17 ✓
CHILDREN'S SERVICES TRANSFORMATION PROGRAMME		<ul style="list-style-type: none"> 07/08 DRAFT Children's PIDs and Plan agreed at Redesign Board (improvement Plan to Redesign Board 18/09, agreed PIDs will not be developed) 16/08 Children's Services staff located at Riverbank transferred to Civic 1 Social Care Campus. 	<ul style="list-style-type: none"> 14/09 Children's Improvement Board - Refreshed improvement plan scheduled 	<ul style="list-style-type: none"> To be confirmed following refresh of Improvement Plan.
CORPORATE ENABLERS	<ul style="list-style-type: none"> 10/07 DbyD: Phase 2 options RDB sign-off – primary focus in Adults with parallel activity 20-25/07 Mobile and Agile roll-out to Cirs working group 	<ul style="list-style-type: none"> w/c 07/08 ET/BIG consider draft Access to Services Principles Mid-August: RDB sign-off Corporate Front Door PID. 	<ul style="list-style-type: none"> 05/09 People Strategy at ET. 18/09 Procurement: draft operating model options ready w/c 18/09 DbyD Launch of public comm promoting My Kirklees Account 	<ul style="list-style-type: none"> Operating model – options considered by Procurement Board ✓ Implementation plans agreed for temp staff, and travel and transport (initial hypotheses) with clear indicative savings for 2017/18 (and 3 FYs 2017/20) – ✓ for temp staff Matrix, off-contract due 10/10
CORPORATE COMMISSIONING & SUFFICIENCY		<ul style="list-style-type: none"> 31/08 Aug – Scoping of Programme, priority outcomes and interrelationships with other Programmes 	<ul style="list-style-type: none"> 15/09 - Establishment of Programme Board and project structures 29/09 – Draft PIDs for all projects developed (different approach agreed) 	<ul style="list-style-type: none"> Vision for integrated, corporate Commissioning approach and framework developed ✓ Plans for priority Sufficiency projects confirmed across Adults, Children's and Corporate (likely to include Extra Care Housing and LAC) ✓ Intelligence and resourcing requirements confirmed for next phase X
IMPLEMENTING EARLY HELP		<ul style="list-style-type: none"> 17/08 1st preference process completed 25/08 2nd preference process completed 31/08 Children's Centre Core Offer in place (outline offer produced, further work required, also need understand how Ofsted monitoring duties will be met) 	<ul style="list-style-type: none"> 04/09 EIP Staff move into Hubs (delayed due to Riverbank moves, Batley Hub due to open 23/10) 25/09 3rd pool process completed. 12 week notice/deployment period starts for staff left (on hold whilst SLT consider) 	<ul style="list-style-type: none"> Children's Centre Core Offer agreed X Community Plus offer agreed X Batley Early Help Hub open X – will be 23/10 >85% of new structure in place ✓ Small and medium active 3rd sector organisations identified and categorised, location of delivery by district X – work was planned to start from when managers in place 04/09, this is on track Gaps in 3rd sector identified relevant to EIP outcomes/target population X – As above

Tracking: Achievement of milestones:

Transformation Portfolio Plan – 3 Month View



Learning from this process

Centralise and standardise

In May 2017, we centralised staff who were supporting change and transformation across the organisation into a single team. This has made a real difference to the transformation programme – giving much greater visibility and grip across all activity, standardising reporting and ways of working, encouraging collaboration across related projects and reducing duplication.

High challenge, high support

Since re-launching the Transformation Portfolio, significant effort has been put into good project management – with strong plans, good understanding of how projects link to MTFP savings targets, improved risk management etc. Programme Boards and objective reporting against these. This represents a cultural shift for the Council as part of the Chief Executive's emphasis on developing a culture of 'high challenge, high support' and supports more objective, informed discussion and decision making.

Recognise when external support is valuable

Work with Deloitte as the Council's Transformation Business Partner has made a significant difference to the progress made in 17/18. This has shown the value of accessing external support and expertise to compliment those of internal teams.