

Name of meeting: Overview and Scrutiny Management Committee

Date: 4 November 2019

Title of report: Update on the Corporate Transformation Programme

Purpose of report

The report provides an update on progress of the council's corporate transformation activities for 19/20.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No – The item is for discussion rather than decision
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health, 23 October 2019
Is it also signed off by the Service Director for Finance IT and Transactional Services?	No – item for discussion
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	No – item for discussion
Cabinet member portfolio	Cllr Graham Turner, Corporate Portfolio Holder

Electoral wards affected: The council's transformation activities potentially affect all electoral wards

Ward councillors consulted: None specifically for this report.

Public or private: Public

(Have you considered GDPR?) Yes

1. Summary

The council set out the change in focus of transformation activities on areas that affect the whole council, acknowledging the challenges we face are 'system-wide' – i.e. if we consider the 7 shared outcomes, none can be achieved by one team, service, or organisation alone. The council recognised that the transformation capacity and capability needed to be developed which was more than project and programme management in order to deliver transformational change.

This report sets out the changes made since March 2019 and the current direction of our transformation activities.

At the meeting on 4th November 2019, the Strategic Director for Corporate Strategy, Commissioning and Public Health – Rachel Spencer-Henshall, and the Director for Strategy and Innovation– Andy Simcox, will introduce the report. The intention for the item is to engage the Overview and Scrutiny Management Committee in a discussion about the approach to transformation moving forward, progress to date and effective engagement of councillors.

2. Information required to take a decision

2.1 Background

The council developed a portfolio of transformation activities for 2017/18 that allocated resources to increase the pace of change in areas of high potential savings, as well as capitalising on opportunities for innovation in service provision wherever possible.

Staff skilled in programme and project management were allocated to work on four programmes within the portfolio: Adult Social Care, Children’s Improvement, Commissioning and Commercialisation and Corporate Enablers. The council also began work with Deloitte, as a ‘transformation business partner’, to provide expertise notably in the redesign and implementation of services in Adult Social Care and Procurement.

Engagement with senior officers, councillors and partners through the summer and autumn of 2018 confirmed the need to adjust the focus of transformation activities as above, for the remainder of 2018/19 and into 2019/20.

In March 2019 we set out the change in focus of transformation activities on areas that affect the whole council, acknowledging the challenges we face are ‘system-wide’ – i.e. if we consider the 7 shared outcomes, none can be achieved by one team, service, or organisation alone. The council recognised that the transformation capacity and capability needed to be developed which was more than project and programme management in order to deliver transformational change.

When considering possible areas for Transformation team involvement, opportunities are now being assessed by senior officers and councillors for how they relate to:

- Strategic planning activities – e.g. commitments in the Corporate Plan and opportunities for the district
- Cross-cutting strategic transformation considerations - e.g. the future shape of the organisation, development of Place-based working, etc.
- Areas of high priority corporate/budget risk
- High risk service interventions – e.g. where a service is struggling to identify ways to tackle challenging problems and requires more expansive support

The current priorities for team input were assessed as;

- Organisation Design
- The development of Place-based working
- Strengthening enabling services

- High Needs
- Placements
- Waste
- Adult Social Care, Children's Improvement

2.2 Transformation Team

In May 2019 a number of staff from the Corporate Transformation Team were realigned to services, to enable services to embed change as 'business as usual', leaving a core team consisting of Transformation Leads, Programme Managers, Project Managers and a Project Officer. The realignment reflected the need for the team to refocus its efforts and attention on cross-council and cross-partnership change in subject matter areas which are often challenging and require more innovative or radical solutions. This is a shift from the previous pure programme and project management focus. The team recognises it has a role to play in helping Kirklees to achieve its outcomes by dealing with complex and challenging issues which require a whole system approach that puts people first.

The development of the capacity and capability of the team is a key priority. The team are working in a more flexible, agile way using new methodologies and have developed clarity on the role and purpose of the team and the value they add to transformational improvement activity taking a 'system' view. The team have developed a clear purpose and offer, see Appendix A.

2.3 Transformation priorities progress update

All of the transformation activities are focused on delivering benefits; beyond savings and into broader outcomes for the citizens of Kirklees.

Organisation design

Work is underway to consider the future shape of the Corporate Centre – i.e. what functions and capacity will be required to support the statutory responsibilities of the council, working with and within communities and ensuring that citizens are not hindered by structures. A maturity self-evaluation which defines where the corporate centre and its functions are now, in terms of their purpose and values and where we want to be has been completed. Workshops are planned with agreed priority work areas and a change management plan will be agreed by the end of December 2019.

The development of Place Based working

The council has committed to working with communities and delivering services that recognise the diversity of the different places across Kirklees and their needs; moving resources into local areas, working across partnerships to address needs earlier. Place-based working is one of the core elements of Kirklees Council's Corporate Plan. What it means to us is:

- We will use a range of local information, insight and intelligence to help us achieve the best outcomes for individuals and communities.
- We will work to understand geographical areas, and networks and assets within them.
- We will work with all our partners to make sure geographically that the 'whole system' of Kirklees is aligned sensibly around local places with which people identify.
- Solutions will not be 'one size fits all', but wherever possible tailored to meet personal and local requirements.

At its meeting on 9 September 2019 Overview and Scrutiny Management Committee received an [update report](#) and presentation on the developing approach to place-based working which sought to pull together the emerging strands of work into one place. That report provides the context for the ways in which transformation activity will support the developing programme of work. Key areas of focus will include supporting:

- The development of a prioritised and cohesive programme of work, building on the recommendations from diagnostic work;
- The creation of robust governance structures to facilitate programme delivery;
- Engagement to facilitate the creation of an operating model to support place-based working;
- Parts of the Place Partnership delivery framework;
- The review of core policies which will facilitate the delivery of place-based working.

Overview and Scrutiny Management Committee have agreed specific arrangements for the place-based working programme. This will involve the creation of a sub group of the Corporate and the Economy and Neighbourhood Panels who will monitor progress between now and the end of the current municipal year. This will include the ways in which transformation input is facilitating such work.

Strengthening enabling services

‘System view’ mapping has been undertaken on individual service improvement projects that sit outside of the priorities. Three programmes of work, which will support the organisation to deliver the Corporate Plan have been identified. They focus on the implementation of the People, Assets, and Access strategies; People, Access and Asset. Through mapping the connections our aim is to support the organisation to recognise opportunities, provide a more systemic view of how the organisation is developing and where it might be wise to invest more time or resource. These programmes of work will be further defined by the end of December 2019.

High Needs

Peopletoo, an independent consulting agency, in partnership with the Transformation team have concluded a review of our ambitions and plans for children and young people with Special Education Needs and Disability (SEND) and High Needs in Kirklees. In summary, this review sought to hear the perspectives of key stakeholders and service users on the strengths, opportunities and challenges in addressing SEND and High Needs. The recommendations focus on 6 strategic priorities; Governance arrangements for SEND, Early Identification and Early Intervention, Joined up working, High quality provision, Inclusion and Preparing for adulthood. A review of SEND governance arrangements is a priority and underway. The newly appointed Service Director for Resources, Improvement and Partnerships in Children’s Services, Tom Brailsford, is considering how this plan enhances existing initiatives in Children’s Services and the existing programme of work within the Children’s Service Improvement team.

Placements

People in Kirklees are living longer and living longer with multiple long term conditions, this includes children who transition into adulthood with profound and complex learning disabilities, working age adults with acute mental health conditions and people living into old age with age related conditions such as frailty and dementia. Discovery work has been undertaken to scope the current breadth and range of the improvement work that is being undertaken within services to ensure the council is transforming to meet the current and future need.

Discovery work concluded that an external review would not be beneficial at this point in time due to the significant internal improvement work underway. Next steps include;

- Review of intelligence gaps identified through the review of placements to be considered alongside the analytics review being led by our corporate intelligence team for adults.
- The financial forecast to be considered alongside the High Needs review.
- Scoping in relation to current governance arrangements and assurance measures.
- Scoping in relation to creating the capacity and conditions for continued horizon scanning.

Scoping activity will be completed by mid-December 2019, along with recommendations for next steps.

Waste

We are facing increasing cost pressures in relation to waste management due to the increasing population and demands on local authority services and the National Resource and Waste Strategy (December 2018) is likely to bring additional waste collection burdens for Local Authorities. The current 30 year PFI Waste Contract ends in 2022-23 which will need significant financial investment. The financial impact on revenue budgets could be in the order of millions additional recurrent cost per annum, notwithstanding all options being explored to mitigate this impact as far as possible.

Waste and recycling is a key part of our Green and Clean Outcome and considering waste services impact every resident in the borough they will continue to be closely scrutinised by councillors and residents alike. A diagnostic assessment underpinned by our principles, place, people and partnerships, is currently being undertaken to develop a 'system' view of waste, which is on course to be completed by the end of November 2019. In addition we have committed additional transformation resource to waste.

Street cleansing is being considered as part of the 'system' view of waste. The diagnostic phase specifically in this area is complete. The Emerging Findings Report identified five broad but critical areas requiring further attention:

- i.** Cross Service Delivery
- ii.** A Clear Street Cleansing Policy
- iii.** Pooled Outcome Based Budgets
- iv.** Specific improvements Street Cleansing Delivery
- v.** Public and Stakeholders Education and Enforcement

Fly-tipping has been identified as a priority due to its high profile, impact on the environment and cross cutting issues linked to all 5 areas.

Work has included facilitation of a cross-council workshop resulting in a proposed new approach to reporting and clearing fly-tipping. The proposal aims to remove barriers that the existence of multiple teams and budgets have created across all council services involved in fly-tipping. The focus is on improving the customer experience and the efficiency of service delivery. The products and learning will be used to develop approaches to issue reporting across the public realm.

A digital end-to-end fly tipping reporting solution has been developed. The new solution allows citizens and councillors to report, upload evidence, attach themselves to an existing report (reducing duplicate reports and customer contacts), track status via the MyKirklees Account and submit emails.

Adult Social Care, Children's Improvement

Change activity within children's and adults has become 'business as usual', with the re-allocation of project and programme managers' capacity. The contribution of transformation skills to support the achievement of outcomes for both children and adults will continue where transformation capability is identified. The focus on High Needs, Placements and instances where other high-risk service areas are identified demonstrates this.

'Business as usual' change is overseen within the directorates, however, in order to ensure we take a 'system view' of change across the organisation and recognise both opportunities and gaps, directorate leads have been allocated from within the transformation team to each directorate.

3. Implications for the Council

3.1 Working with People

- The engagement of staff, councillors, citizens and partners in the understanding of the problems that we face and the design and implementation of solutions that can deliver outcomes.
- The focus on developing the staff and culture of the organisation to be outcome focused and support the delivery of change.

3.2 Working with Partners

- Ensuring that collaborative working and co-production are at the heart of our change activities and the functions/services we provide. We cannot address any of the difficult challenges that the district faces without understanding the need to work in partnership (across services, with partners and with citizens).

3.3 Place Based Working

- As described above, delivering on the council's commitment to greater 'place based working' is a priority for the allocation of transformation resources; again in support of the achievement of the shared outcomes.

3.4 Improving outcomes for children

- Ensuring children have the best start in life is a key outcome of our Corporate plan, through taking a system view of transformation we are committed to identifying and maximising all opportunities to support the organisation to ensure that the children of Kirklees thrive.

3.5 Other (e.g. Legal/Financial or Human Resources)

- Although the council has made significant savings achievements, it continues to face a number of challenges to ensure that a smaller organisation has truly transformed in process, efficiency and culture. This has implications for a number of council services and functions, which is being addressed through the work on the Organisation Design.

4. Consultees and their opinions

The points noted within this report have been discussed over a number of months with the council's Executive Team and communicated to senior officers – including Service Directors and Heads of Service. Regular briefings are held with the Corporate Portfolio Holder.

5. Next steps and timelines

Regular reporting of progress updates into Overview and Scrutiny Management Committee – suggestion of every 6 months.

6. Officer recommendations and reasons

To note progress and provide feedback on how Scrutiny wish to be involved in the specific areas of work listed within this report.

7. Cabinet portfolio holder's recommendations

To note ongoing progress in transformation activities.

8. Contact officer

Clair Ashurst-Bagshaw Head of Transformation and Culture Change

9. Background Papers and History of Decisions

None

10. Service Director responsible

Andy Simcox, Service Director for Strategy and Innovation

Transformation Team Offer and Expectations

Our Offer

Support with:

- problem definition
- scoping, defining and planning change projects
- idea generation
- project management

Make change stick:

- develop skills, tools and techniques
- work alongside frontline on development of change
- develop, transfer and embed skills to services

Improve outcomes and create efficiencies:

- bridge boundaries
- track impact, measure and celebrate success
- define value as 'better' outcomes which also reduce cost where appropriate

Knowledge and Skills (examples)

- Project scoping
- Co-design workshops
- Horizon scanning
- User interviews

- Benefits mapping
- Research
- Impact assessments
- Process mapping
- Innovation

- Trouble shooting
- Project Management
- Facilitation
- Critical Friend
- Change methodology

- Systems leadership
- Root Cause Analysis
- Stakeholder Engagement
- Organisational development

Our Requirements

Executive team project sponsor
Service / Team project lead
Business support capacity

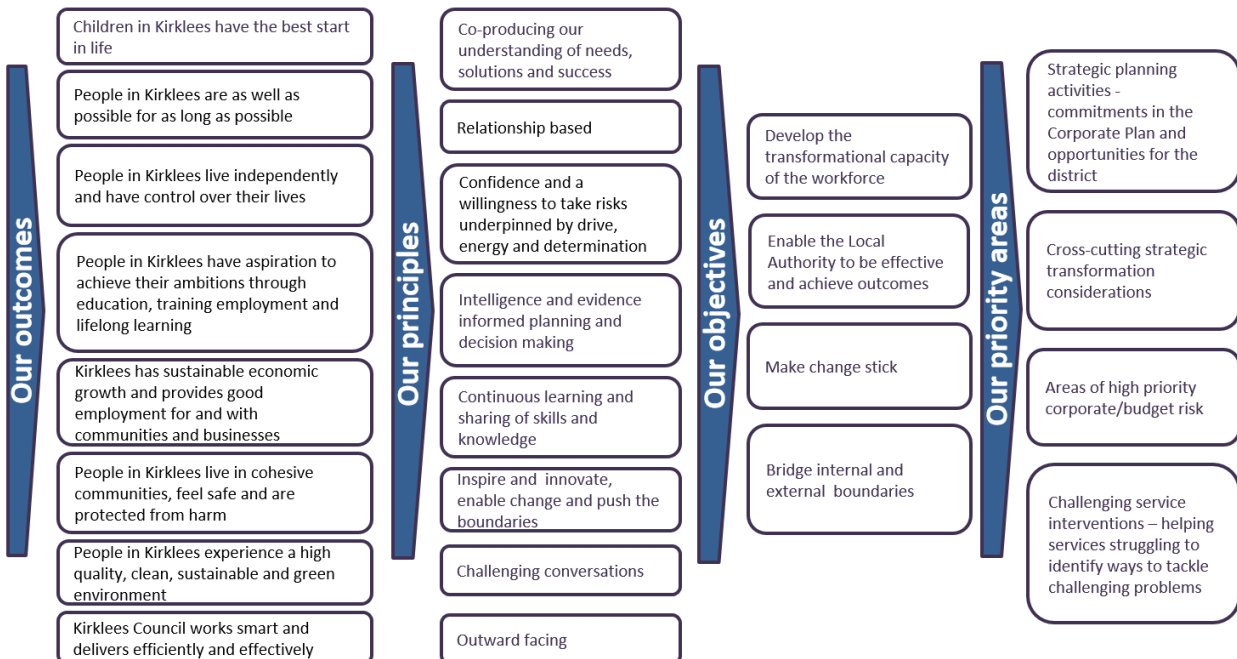
A willingness and capacity to change from the team / service
Openness and honesty

Following executive project sponsor appointment we aim to triage all requests within 5 working days and inform sponsors of project initiation start date. Timescales are dependent on the current priorities set by the Transformation Portfolio Board and team capacity.

The team will work in a fluid way to provide the right support; our activity and level of involvement will reflect this.

Transformation Team

To understand the complexity of needs of the people and places of Kirklees and provide support and challenge for change to enable the council and partners to achieve our shared outcomes.



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