

South Northamptonshire Council and Cherwell District Council

Joint Commissioning Committee

10 August 2015

Transformation Update – Programme Workstreams

Report of Joint Chief Executive

This report is public

Purpose of report

- 1.1 To provide a Transformation Programme progress update.

1.0 Recommendations

The meeting is recommended:

- 1.1 To note the progress update.

2.0 Introduction

- 2.1 Following the adoption of a Business Case for Joint Working by CDC and SNC in February 2015 and the commitment to deliver the business case objectives as soon as is practicable the three way transformation programme has been reshaped to meet the needs of SNC and CDC pending a decision from Stratford-on-Avon regarding their participation after the election in 2015.
- 2.2 This document outlines the revised programme objectives and scope and provides an update with regards to the new programme workstreams as set out in the business case.

3.0 Report Details

3.1 Programme Objectives and Scope

- 3.1.1 The objectives and desired outcomes of the programme are based on the 2013/14 transformation challenge bid and are informed by the medium term financial strategies of the Councils, the national policy context which is strongly encouraging alternative service delivery models and the desire of the

councils to retain their local and community focus by creating sustainable and affordable District Councils.

The programme content has been fully reviewed in the light of the Business Case for Joint working agreed by CDC and SNC Council in February 2015.

3.1.2 Programme objectives:

1. To establish an effective collaborative partnership across the councils that utilises alternative and innovative governance and service delivery models to:
 - produce savings for the Councils significantly contributing to the Medium Term Financial Strategy
 - identify and implement new service delivery models, and commercial opportunities that result in increased income for the Councils
 - establish a wider confederation of local public service providers which can work together to commission and deliver high quality local services
 - ensure that the Councils are able to meet their strategic objectives as set out in their respective five year business strategies and that the transformation programme directly supports this
2. To support the development and implementation of innovative solutions to service delivery challenges from staff and customers across the organisations.
3. To deliver new business models that enhance and protect the sustainability, influence and relevance of the Councils (within the national context).
4. To ensure that any new business models or delivery vehicles established as a result of the programme are fit for purpose, i.e. high performing, financially sustainable, effectively governed, customer focused.
5. To ensure that our new business models enhance and protect local decision making and community engagement across the Districts.

4.1.3 Programme Scope

The scope of the programme includes all services currently provided by the councils and potential new opportunities. The programme will explore opportunities for new ways of working in the following ways.

Governance and New Ways of Working

- a) The exploration and development of proposals to facilitate opportunities for joint working. These include the consideration of all potential governance

arrangements, for example traditional shared services, the use of corporate entities such as local authority trading companies, outsourcing and insourcing.

Business Cases for Joint Working and Service Transformation

- a) A planned approach to feasibility studies, options appraisals and developing business cases with all council services in scope.
- b) Business cases may cover proposals for joint working or the use of alternative models for service delivery. They may also make proposals for service transformation through activities such as process redesign, ICT investment, demand management etc.
- c) A responsive approach that will look at emerging opportunities be they as part of a job vacancy, a new government policy, contractual or procurement related.
- d) Transformation and improvement projects that will enable the councils to deliver savings, efficiencies or improvements

4.0 Conclusion and Reasons for Recommendations

- 4.1 JCC is recommended to note the report and the on-going role of the Transformation Joint Working Group (TJWG) who receive and review update reports, alongside the risk register and lessons learnt log on a monthly basis.

5.0 Consultation

N/A

6.0 Alternative Options and Reasons for Rejection

- 5.1 N/A

7.0 Implications

Financial and Resource Implications

- 7.1 There are no financial implications arising directly from this report.

Comments checked by:

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Legal Implications

7.2 There are no legal implications arising from this report.

Comments checked by:

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Document Information

Appendix No	Title
1	Programme Update
Background Papers	
None	
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Programme – Workstreams Update

General Update JULY/AUGUST

Following the full review and realignment of the transformation programme all workstreams have now commenced. Areas of focus in the last month have been the development around a commercial strategy, signing off the new competency framework as part of the organisational development workstream and commencing Member engagement around the management arrangements workstream. Following the July JASG meeting staff consultation is now underway for three two way business cases economic growth, communications and finance. A forth business case (transport) will be out for consultation later in the month.

Programme Workstream	Status	Progress Update	Actions/Next Steps
Workstream 1 Organisational Development	On Track RAG Green	The draft competency framework has been completed and staff consultation has been undertaken. JASG and the CDC & SNC personnel committees have signed off the draft framework. The last remaining governance sign off is JCC in August.	After JCC sign off a role profiling policy will be drafted to ensure competencies are linked into job roles. Thereafter HR polices such as recruitment and appraisals will be reviewed to align with the framework. The OD strategy action plan is under development and will be completed in draft form in September for formal decision making.
Workstream 2 Governance	On Track RAG Green	Following the endorsement of the revised business case at CDC and SNC in February a revised governance process was set out. This involves the creation of two joint committees (employee engagement and joint commissioning).	Membership agreed. Implementation of first round meetings in July/August. ICT and Legal governance work (to establish 3 way commissioning frameworks) will be the next task within this workstream.
Workstream 3 Management Review	On Track RAG Green	JASG and Member briefings have taken place. A timeframe has been developed and consultation will commence after formal decision making at JCC in August.	As set out in the timeline to be reviewed by JCC.

Programme Workstream	Status	Progress Update	Actions/Next Steps
Workstream 4 Feasibility Studies/Services Reviews/Business Studies	On Track RAG Green	<p>The current group of business cases have been completed and signed off by JASG. Economic Growth, Communications and Marketing and Finance are all currently out for staff consultation, with Transport scheduled to commence in the month.</p> <p>The housing, assets and facilities management feasibility study has commenced.</p> <p>Work on options for Revs and Bens will be considered as options for the CDC contract are explored.</p>	<p>Work on the public protection business case is in the developmental stages with a business case expected for October 2015.</p> <p>A business case for leisure and Community Management will commence in August.</p>
Workstream 5 Business Case Implementation, Service Transformation and Performance Improvement	Not Started	<p>New programme workstream which will focus on delivery of efficiencies and service improvements that will deliver savings, performance improvements or are required as part of the delivery of the new operating model.</p>	<p>Detailed scoping for this project will take place in September 2015. In the first instance the project will review the effectiveness of current shared arrangements as requested by TJWG. Finance has been completed; legal is currently under review.</p>
Workstream 6 Customer Services Strategy	Started	<p>The project has been mapped out into a series of key phases and subject to final input from key services will be developed into a detailed project plan. It will encompass:</p> <ul style="list-style-type: none"> • Channel shift • Customer service standards • Widening the role of the customer service team as a first point of contact • ICT requirement to underpin the development of the service 	<p>A high level project plan has been presented elsewhere in the agenda for this meeting. The primary focus of work is the upgrade of LAGAN which will be completed in October 2015.</p>
Workstream 7 ICT Vision and Strategy	Started	<p>The ICT work plan to deliver harmonisation and systems integration has been developed. This plan will underpin the councils' transformation objectives. The service continues to explore opportunities to commercialise services with a current opportunity being explored with two Northamptonshire district councils.</p>	<p>The Joint ICT Business Development Strategy has been agreed by SNC Cabinet and CDC Executive in April 2015. A commissioning framework for the service is being developed to ensure alignment between ICT and Transformation objectives.</p>

Programme Workstream	Status	Progress Update	Actions/Next Steps
Workstream 8 Innovation	On Track RAG Green	i-lab continues to develop with the introduction of a collaborative web site www.i-lab.org.uk . This will allow easier sharing of idea and challenges across all sites and will be used to engage staff between scheduled meetings. Two ideas from i-lab are progressing, a bin clean service is at draft business case stage and a solar energy idea is being worked up ready to pitch for funding.	Innovation action plan underdevelopment. Recommendations will be considered as part of the commercialisation workstream.
Workstream 9 Economic Development Collaboration (Services for Business)	Started	Project team has had its first meeting. Scope of the project has been mapped focusing on the enhancement of services for business, in order to support sustainable economic growth within the districts.	Specific objectives to be agreed with key services, a detailed update will be provided to TJWG in September.
Workstream 10 Communication and Engagement	Started	Full programme comms strategy to be developed September 2015.	In-brief now has a transformation item in each edition and communications have been delivered regarding the position in terms of three way joint working.
Workstream 11 Commercial Development (inc. alternative service delivery vehicles and the confederation model)	On Track RAG Green	A staff engagement event has been undertaken providing an opportunity to undertake personal and strategic development around commercialisation. Outputs from the session will be a commercial strategy and a series of key projects to generate income.	Commercial strategy and costed options for projects will be developed as part of this work, and presented to Members in the autumn.

Status Key

Started: phases/key projects within the workstream have commenced as anticipated in the overall programme plan

Not Started: phases/key projects within the workstream have not yet commenced as anticipated in the programme plan

On Track: key projects, activities and tasks within the workstream are progressing as planned and delivery is projected to be on track as planned

Off Track: key projects, activities and tasks within the workstream are delayed, there is a significant risk that milestones will be missed and mitigation/recovery is required