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To: Councillor Laing, Convener; and Councillors Boulton, Flynn, Lumsden and Yuill.

Town House,
ABERDEEN 8 November 2017

STRATEGIC TRANSFORMATION COMMITTEE

The Members of the **STRATEGIC TRANSFORMATION COMMITTEE** are requested to meet in **Committee Room 2 - Town House** on **TUESDAY, 14 NOVEMBER 2017 at 3.00 pm.**

FRASER BELL
HEAD OF LEGAL AND DEMOCRATIC SERVICES

B U S I N E S S

DETERMINATION OF URGENT BUSINESS

1.1 There are no items of urgent business at this time.

DETERMINATION OF EXEMPT BUSINESS

2.1 There are no items of exempt business at this time.

DECLARATIONS OF INTEREST

3.1 Members are requested to intimate any declarations of interest

REQUESTS FOR DEPUTATION

4.1 None received at this stage

COMMITTEE BUSINESS

5.1 Minute of Previous Meeting of 4 October 2017 (Pages 5 - 10)

5.2 Committee Business Statement (Pages 11 - 12)

5.3 Committee Tracker (Pages 13 - 18)

MONITORING AND CONTROL

6.1 Transformation Portfolio - Budget and Benefits Realisation (Pages 19 - 22)

6.2 Transformation Portfolio Highlight Report (Pages 23 - 30)

REPORTS FROM BOARDS

7 IT Delivery Board and Digital Strategy

7.1 There is no report for this item

8 Finance Delivery Board

8.1 There is no report for this item

9 Customer Delivery Board

9.1 There is no report for this item

10 Business Change Delivery Board

10.1 There is no report for this item

11 Commissioning Delivery Board

11.1 There is no report for this item

12 Workforce Delivery Board

12.1 There is no report for this item

13 Governance Delivery Board

13.1 There is no report for this item

14 Resources Delivery Board

14.1 Business Support Redesign (Pages 31 - 38)

COMMUNICATION AND ENGAGEMENT

15.1 Portfolio Communications and Engagement Report (Pages 39 - 56)

Website Address: www.aberdeencity.gov.uk

Should you require any further information about this agenda, please contact Allison Swanson on 01224 522822 or email aswanson@aberdeencity.gov.uk

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STRATEGIC TRANSFORMATION COMMITTEE

ABERDEEN, 4 October 2017. Minute of Meeting of the STRATEGIC TRANSFORMATION COMMITTEE. Present:- Councillor Laing, Convener; and Councillors Boulton, Flynn, Lumsden and Yuill.

The agenda and reports associated with this minute can be located at the following link:-

<https://committees.aberdeencity.gov.uk/ieListDocuments.aspx?CId=602&MIId=5890&Ver=4>

Please note that if any changes are made to this minute at the point of approval, these will be outlined in the subsequent minute and this document will not be altered retrospectively.

COMMITTEE BUSINESS STATEMENT

1. The Committee had before it a business statement prepared by the Head of Legal and Democratic Services, comprising business referred from other committees.

The Committee resolved:

to note:

- (i) that the review of bookings and lettings procedures in schools and learning centres would be reported on 14th November, 2017; and
- (ii) that the Joint Venture proposal with Hunchbuzz would be reported on 12th January, 2018.

TRANSFORMATION PORTFOLIO GOVERNANCE

2. The Committee had before it a report by the Chief Executive explaining the governance structure to be put in place to manage the delivery of the Transformation Portfolio.

The report recommended:

that the Committee note the governance arrangements.

The Committee resolved:-

to approve the recommendation.

TRANSFORMATION PORTFOLIO BUDGET

3. The Committee had before it a report by the Head of Finance which explained the budget available for transformation, how it would be accessed and spend monitored, and how the realisation of benefits would also be monitored. The Head of Finance also

STRATEGIC TRANSFORMATION COMMITTEE

4 October 2017

advised that item 7.3 on the agenda, on an Outline Business Case for Assets, would be reported to the next meeting.

The report recommended:

That the Committee:

- (a) allocate £250,000 from the Transformation Fund for initial set up costs;
- (b) authorise the Head of Finance to approve requests for spend against the above £250,000 budget and report back on its use;
- (c) agree that the costs of the Transformation Lead be met from the Transformation Fund from this juncture;
- (d) note the current uncommitted balance against the fund, subject to the approval of recommendations to be determined this day; and
- (e) otherwise note the report.

The Committee agreed:

to approve the recommendations, on the basis that the Head of Finance would exercise delegated powers granted under recommendation (b) following consultation with the Convener.

DIGITAL STRATEGY PROGRAMME UPDATE

4. The Committee had before it a report by the Head of IT and Transformation on progress in Being Digital, the digital strategy programme, which had been approved by the Finance, Policy and Resources Committee on 20th September, 2016 (Article 23 of the Minute of Meeting refers).

The report recommended:

- (a) that the Committee note progress in the strategy; and
- (b) that the Committee authorise expenditure of up to £100,000 from the Transformation Fund to run two pilot projects identified in the report, on delivering a booking programme for facilities and on a booking and paying system for services.

The Committee resolved:

to approve the recommendations and to further instruct (i) that officers ensure that any projects proposed in future reports to the Committee include additional supporting information (including scope, risk/benefit analysis and associated timescales) to allow members to make informed decisions; and (ii) that such additional information be provided to the committee members on these two pilot projects.

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PROCUREMENT OF DIGITAL PARTNER

5. The Committee had before it a report by the Head of IT and Transformation seeking approval of the approach to procure a business digital partner.

The report recommended:

That the Committee:

- (a) note that the procurement of a business digital partner was underway, as set out in timescales contained in appendix 1 to the report;
- (b) allocate up to £4.5m over the next two years from the Transformation Fund to procure the business digital partner; and
- (c) authorise the Chief Executive to appoint the business digital partner.

The Committee resolved:

to approve the recommendations, on the basis that the Chief Executive would exercise delegated powers granted under recommendation (b) following consultation with the Convener and the Convener of the Finance, Policy and Resources Committee.

OUTLINE BUSINESS CASE - FLEET SERVICES AND MOBILITY

6. The Committee had before it a report by the Interim Director of Communities, Housing and Infrastructure which presented an Outline Business Case for the transformation of Fleet Services and Mobility and sought authority to proceed to the preparation of a Full Business Case.

The report recommended:

That the Committee note the attached Outline Business Case and instruct the Interim Director to proceed to a Full Business Case, at an estimated cost of £150,000.

The Committee resolved:

- (i) to approve the recommendation;
- (ii) to note the Council's commitment to no compulsory redundancies; and
- (iii) to instruct that the Full Business Case include details for each service delivery model of: (a) the TUPE implications and other potential impacts on employees and (b) the impacts on citizens and partners.

OUTLINE BUSINESS CASE - TOTAL FACILITIES MANAGEMENT / STORES

7. The Committee had before it a report by the Interim Director of Communities, Housing and Infrastructure which presented an Outline Business Case for the transformation of Facilities Management, including the Stores Service, and sought authority to proceed to the preparation of a Full Business Case.

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The report recommended:

That the Committee note the attached Outline Business Case and instruct the Interim Director to proceed to a Full Business Case, at an estimated cost of £150,000.

The Committee resolved:

- (i) to approve the recommendation;
- (ii) to note the Council's commitment to no compulsory redundancies; and
- (iii) to instruct that the Full Business Case include details for each service delivery model of: (i) the TUPE implications and other potential impacts on employees and (ii) the impacts on citizens, tenants and partners

RECRUITMENT AND SELECTION OF DIRECTORS

8. The Committee had before it a report by the Chief Executive which outlined the process for the recruitment to fill the four Director roles approved by Council on 23rd August, 2017 (Article 17 of the Minute of Meeting refers).

The report recommended:

That the Committee note the report.

The Committee resolved:

- (i) to note the report;
- (ii) to note the need to change the date of the November, 2017, meeting of the Finance, Policy and Resources Committee; and
- (iii) to further note that this would be agreed by the Convener of that Committee, with all arrangements to take account of the availability of Group Leaders.

PORTFOLIO COMMUNICATIONS AND ENGAGEMENT REPORT

9. The Committee had before it a report by the Chief Executive on the actions taken so far to develop the Transformation Communications and Engagement Plans.

The report recommended:

That the Committee note the updates provided.

The Committee resolved:

to note the report.

- **COUNCILLOR JENNIFER LAING, Convener.**

STRATEGIC TRANSFORMATION COMMITTEE
4 October 2017

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STRATEGIC TRANSFORMATION COMMITTEE

COMMITTEE BUSINESS STATEMENT

14 November 2017

Please note that this statement contains a note of every report which has been instructed for submission to this Committee. All other actions which have been instructed by the Committee are not included, as they are deemed to be operational matters after the point of committee decision. Where a report instructed requires no decision to be made this will be reported in the Committee’s information bulletin. Reports which are overdue are shaded.

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
1.	Finance, Policy & Resources Committee – 20/09/16 Article 28	<p><u>Review of Bookings and Lettings Procedures in Schools and Learning Centres</u></p> <p>The FP&R Committee agreed:- (1) to instruct officers, in partnership with Sport Aberdeen, to investigate the feasibility and implications of transferring responsibility for administering the bookings and lettings system from Sport Aberdeen to an appropriate team within Aberdeen City Council, and to report their findings and recommendations to Committee in September 2017; (2) to instruct officers, in partnership with Sport Aberdeen, to carry out a detailed analysis of the current charges for bookings and lettings of schools and learning centres, and to report to Committee in February 2017</p>	<p>This item was referred to the STC at the FP&R meeting of 20 September 2017.</p> <p>Members will be invited to “show and tell” events on the progress with the pilot. A demonstration of the system is planned for the Strategic Transformation Committee in January 2018.</p>	Andrew Jones (ECS) Kay Diack (CHI)	14/11/2018	

<u>No.</u>	<u>Minute Reference</u>	<u>Committee Decision</u>	<u>Update</u>	<u>Lead officer(s)/ Service(s)</u>	<u>Report Due</u>	<u>Report Expected (if known)</u>
		(now March 2017) with recommendations on any required changes to the scale of charges, to ensure the financial viability of the bookings and lettings system.				
2.	Finance Policy and Resources Committee – 29/06/17 Article 23	<p><u>Joint Venture Proposal with Hunchbuzz</u></p> <p>The Committee agreed to (1) instruct the Head of IT and Transformation to prepare a report on the IT transformation strategy for schools, highlighting how this project aligns with the overall IT strategy and timetable, reporting back to the next Finance Policy & Resource Committee on 20 September 2017; and (2) that officers arrange a workshop for members to showcase the project one hour before the next meeting of the Committee on 20 September 2017.</p>	This item was referred to the STC at the FP&R meeting of 20 September 2017.	Zoe Evans (CG)	12/01/2018	

CYCLE 11 - COMMITTEE STATISTICS

The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Transformation Portfolio Budget	14/11/2017	Sandra Buthly	Steve Whyte	To provide an update on the budget available and associated benefits realisation arising from transformation	
Business Support Redesign Update	14/11/2017	Ronnie McKenie	Richard Lundie Sadd	The purpose of this report is to advise the Committee of progress with the consolidation of the business support function.	
Transformation Portfolio Highlight Report	14/11/2017	David Leslie	Richard Lundie Sadd	The purpose of this report is to present the Committee with a high-level view of progress to date of the Transformation Portfolio.	
Portfolio Communications and Engagement Report	14/11/2017	Kate O'Neil	Richard Lundie Sadd	The purpose of this report is to update the Strategic Transformation Management Committee on the actions taken to date in relation to developing Aberdeen City Council's Transformation Communications and Engagement plans.	

CYCLE 12 - COMMITTEE STATISTICS

The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Transformation Portfolio Budget	14/12/2017	Sandra Buthly	Steve Whyte	To provide an update on the budget available and associated benefits realisation arising from transformation	
Transformation Portfolio Highlight Report	14/12/2017	David Leslie	Angela Scott	The purpose of this report is to present the Committee with a high-level view of progress to date of the Transformation Portfolio.	
Portfolio Communications and Engagement Report	14/12/2017	Kate O'Neil	Richard Lundie Sadd	The purpose of this report is to update the Strategic Transformation Management Committee on the actions taken to date in relation to developing Aberdeen City Council's Transformation Communications and Engagement plans.	
Senior Management Structure Update	14/12/2017	Morven Spalding	Richard Lundie Sadd	Subject to decisions of Council on 11th December, the report will seek agreement for implementation of next steps to the Target Operating Model.	

CYCLE 1 - COMMITTEE STATISTICS					
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings					
Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Transformation Portfolio Budget	12/01/2018	Sandra Buthly	Steve Whyte	To provide an update on the budget available and associated benefits realisation arising from transformation	
Transformation Portfolio Highlight Report	12/01/2018	David Leslie	Angela Scott	The purpose of this report is to present the Committee with a high-level view of progress to date of the Transformation Portfolio.	
Portfolio Communications and Engagement Report	12/01/2018	Kate O'Neil	Richard Lundie Sadd	The purpose of this report is to update the Strategic Transformation Management Committee on the actions taken to date in relation to developing Aberdeen City Council's Transformation Communications and Engagement plans.	
Joint Venture Proposal with Hunchbuzz	12/01/2018	Zoe Evans	Richard Lundie Sadd	The Finance, Policy and Resources Committee on 29/06/17 agreed (1) instruct the Head of IT and Transformation to prepare a report on the IT transformation strategy for schools, highlighting how this project aligns with the overall IT strategy and timetable, reporting back to the next Finance Policy & Resource Committee on 20 September 2017; and (2) that officers arrange a workshop for members to showcase the project one hour before the next meeting of the Committee on 20 September 2017.	
Full Business Case – Mobility	12/01/2018	Mark Reilly	Richard Lundie Sadd	Following agreement of the Outline Business Case for Mobility, to seek approval of a Full Business case.	
Full Business Case – Facilities	12/01/2018	John Quinn	Richard Lundie Sadd	Following agreement of the Outline Business Case for Facilities, to seek approval of a Full Business case.	

CYCLE 2 - COMMITTEE STATISTICS					
The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings					
Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Transformation Portfolio Budget	09/02/2018	Sandra Buthly	Steve Whyte	To provide an update on the budget available and associated benefits realisation arising from transformation	
Transformation Portfolio Highlight Report	09/02/2018	David Leslie	Angela Scott	The purpose of this report is to present the Committee with a high-level view of progress to date of the Transformation Portfolio.	
Portfolio Communications and Engagement Report	09/02/2018	Kate O'Neil	Richard Lundie Sadd	The purpose of this report is to update the Strategic Transformation Management Committee on the actions taken to date in relation to developing Aberdeen City Council's Transformation Communications and Engagement plans.	
OBC Finance Redesign	09/02/2018	Steve Whyte	Steve Whyte	The purpose of this report is to present the Committee with an Outline Business Case for Finance Redesign and to seek approval to proceed to a Full Business case.	
OBC HR Redesign	09/02/2018	Morven Spalding	Morven Spalding	The purpose of this report is to present the Committee with an Outline Business Case for HR Redesign and to seek approval to proceed to a Full Business case.	
OBC Planning Redesign	09/02/2018	Eric Owens	Eric Owens	The purpose of this report is to present the Committee with an Outline Business Case for Planning Redesign and to seek approval to proceed to a Full Business case.	
OBC Housing Redesign	09/02/2018	Derek McGowan	Derek McGowan	The purpose of this report is to present the Committee with an Outline Business Case for Housing Redesign and to seek approval to proceed to a Full Business case.	

CYCLE 3 - COMMITTEE STATISTICS**The Tracker Shows the Reports Which are Expected to be Submitted to Future Committee Meetings**

Report Title	Committee date	Report author	Head of Service	Purpose of Report	Explanation if delayed or withdrawn
Transformation Portfolio Budget	09/03/2018	Sandra Buthly	Steve Whyte	To provide an update on the budget available and associated benefits realisation arising from transformation	
Transformation Portfolio Highlight Report	09/03/2018	David Leslie	Angela Scott	The purpose of this report is to present the Committee with a high-level view of progress to date of the Transformation Portfolio.	
Portfolio Communications and Engagement Report	09/03/2018	Kate O'Neil	Richard Lundie Sadd	The purpose of this report is to update the Strategic Transformation Management Committee on the actions taken to date in relation to developing Aberdeen City Council's Transformation Communications and Engagement plans.	

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COMMITTEE	Strategic Transformation
DATE	14 th November 2017
REPORT TITLE	Transformation Portfolio – Budget & Benefits Realisation
REPORT NUMBER	CG/17/139
LEAD OFFICER	Steven Whyte, Head of Finance
REPORT AUTHOR	Sandra Buthlay

1. PURPOSE OF REPORT:-

- 1.1 The purpose of this report is to provide an update on the budget available and associated benefits realisation arising from transformation.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Committee:

- a) Note the contents of this report; and
- b) Agree that Delivery Boards report back to this Board, via the appropriate Control Board, on the outcome of each work stream referred to in Appendix 1 and the expected benefits realisation arising from each work stream.

3. BACKGROUND/MAIN ISSUES

- 3.1 The establishment of a £15 million transformation fund, through the reallocation of existing earmarked reserves, was agreed by Council at its meeting on 23 August 2017, on the basis that this investment will be “refunded” as part of the transformation portfolio within 5 years.
- 3.2 Commitments against this fund were considered and approved by the Strategic Transformation Committee at its meeting on 4 October 2017.
- 3.3 This approval included the creation of a budget of £250k for initial set up costs with delegated authority provided to the Head of Finance, in consultation with the Convener of the Committee, to approve spend against this budget on receipt and consideration of a business case. No such business cases have been received to date.

4. FINANCIAL IMPLICATIONS

4.1 At its meeting on 4 October 2017, the Strategic Transformation Committee considered and approved a number of commitments against the fund as detailed below:

	£'000	£'000
Transformation Fund		15,000
Commitments to Date:		
Initial Set Up Costs	250	
Digital Partner	4,500	
Digital Pilot x2	100	
Fleet & Mobility	150	
Facilities Management	150	
Assets	150	
Transformation Lead (est.)	188	
Total Commitments		5,488
Uncommitted Balance		9,512

4.2 The Strategic Transformation Committee on 4 October 2017 also considered the table below:

Target Operating Model Activity	Spend to Date £'000	Est. Min. Return £'000	Est. Max. Return £'000
Commercial Income	90	500	1,000
Pre Work Commissioning/Contract Review	120	4,600	6,500
Outline Business Cases (cost and benefit combined):			
- Assets)			
- Fleet)	85	3,440	8,600
- Facilities)			
Strategic Plan Business Support	265	2,200	3,350
Total	560	10,740	19,450
Spend to Save Ratio (Spend:Return)		1:19	1:35

The table details the work streams already commenced and the total spend for each stream including the minimum and maximum estimated level of return on investment that can be expected.

4.3 Taking into account the work streams approved by the Strategic Transformation Committee on 4 October 2017, the following table provides further details of commitments to date and the associated estimated benefits realisation:

Delivery Board	Activity	Work Package	Cost £'000	Estimated Minimum Return £'000	Estimated Maximum Return £'000
Commissioning	Third Party Spend (Phases 1 & 2)	4	120.0	(4,600)	(6,500)
Operations	Commercial Income Review	5	90.0	(500)	(1,000)
Operations	Transport, Facilities, Assets Review (to Outline Business Case)	6	85.0	(3,440)	(8,600)
Operations	Facilities (to Full Business Case)	8	138.0	As above	As Above
Operations	Transport (to Full Business Case)	9	138.0		
Operations	Assets (to Full Business Case)	10	41.4		
Resources	Strategic Plan Business Support	1	265.0	(2,200)	(3,350)
Resources	Activity Analysis	0	103.0		
IT	Digital Roadmap	7	58.0	(18,000)	(24,000)
Resources	Rapid Finance Design	2	60.0	-	-
Resources	Rapid HR Design	3	60.0	-	-
		Total	1,158.4		

4.4 It is important to have full visibility on the outcome of each work stream including how it will be taken forward, the impact on the organisation and how this will flow through as benefits realisation. It is therefore recommended that the appropriate Delivery Board as stated above be instructed to report back to the Board, via the relevant Control Board.

4.5 A review of VS/ER (Voluntary Severance/Early Retirement) applications which were initially rejected is underway. The outcome of this review will be reported to a future Board once consideration has been given to the proposed Tier 2 structure.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

Financial

6.1 Every organisation has to manage the financial risks inherent in the operation of large and complex budgets. These risks are minimised by the regular review of financial information by services and corporately by Elected Members. This report is part of that framework and has been produced to provide an overview of current transformation spend and so financial risk related to this report is considered to be low.

Other

6.2 Consideration has also been given to Employee, Customer / Citizen, Environmental, Technological, Legal and Reputational and no risks were identified.

7. IMPACT SECTION

Economy

7.1 Investment in the City will have a positive impact on the economy.

People

- 7.2 Robust management of the council's finances will ensure that council services can continue to be provided.

Place

- 7.3 Investment will enhance the place by creating a better and more vibrant city in which to live.

Technology

- 7.4 There are no direct implications on technology arising from recommendations in this report.

8. BACKGROUND PAPERS

None

9. APPENDICES

None

10. REPORT AUTHOR DETAILS

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HEAD OF SERVICE DETAILS

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ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Transformation Committee
DATE	14 th November 2017
REPORT TITLE	Transformation Portfolio Highlight Report
LEAD OFFICER	Richard Lundie-Sadd
REPORT AUTHOR	David Leslie
REPORT NO:	CG/17/140

1. PURPOSE OF REPORT:-

- 1.1 The purpose of this report is to present the Committee with a high-level view of progress to date of the Transformation Portfolio.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Committee:

a) Note the highlight report.

3. BACKGROUND/MAIN ISSUES

- 3.1 The Committee considered a report at their previous meeting which gave details of the Transformation Portfolio and its programmes of work. It is intended that each meeting of the Committee receives a Highlight Report which advises the Committee of progress to date across each of the programmes.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

- 6.1 Financial, Employee, Customer / citizen, Environmental, Technological, Legal or Reputational risks have been considered with respect to the recommendation of this report. Risks identified in relation to the portfolio and programmes of work are identified, assessed and mitigated within each programme and project. The consideration of a Highlight report by both the Committee and the Transformation Management Board, which will include escalated risks, is one mitigation of those risks.

Risks in relation to the transition to the Target Operating Model have been identified, are currently being assessed and added to the Council's Corporate Risk Register.

7. IMPACT SECTION

7.1 Economy

An assessment of strategic alignment is undertaken in relation to each project included within the Portfolio.

7.2 People

An assessment of strategic alignment is undertaken in relation to each project included within the Portfolio.

7.3 Place

An assessment of strategic alignment is undertaken in relation to each project included within the Portfolio.

7.4 Technology

An assessment of strategic alignment is undertaken in relation to each project included within the Portfolio.

8. BACKGROUND PAPERS

None

9. APPENDICES

The Highlight Report is attached as an Appendix.

10. REPORT AUTHOR DETAILS

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TRANSFORMATION PORTFOLIO HIGHLIGHT REPORT

Portfolio Director	Richard Lundie-Sadd		
Portfolio Manager	David Leslie	Date	08/11/17

Key Portfolio Update

Transformation Portfolio

Although we are working to a tight timeline to implement the transitional structure all milestones in the delivery plan have been achieved to date and plans are in place to the end of December. Further detail on the activity and deliverables is provided in this report.

Programme Managers are now in place for the Resources and Operations Programmes along with a SRO for the Resources Programme. The Transformation Portfolio team are also being supported by colleagues in HR, Finance and Business Analysts from IT.

Financial benefit realisation is being led by the Finance Service and monitored through the Finance and Commissioning Control Board, however there is still a requirement to develop more fully the benefits realisation methodology and procedure for non-financial benefits. This is something the Transformation PMO will pick up and lead on, working with the Programme Managers and the Delivery and Control Boards.

Overall the Portfolio is on track and delivery plans at portfolio level are being developed further to provide more detail. All Programme Delivery Boards have had their first meetings with all other meetings scheduled.

TRANSFORMATION PORTFOLIO HIGHLIGHT REPORT

Key Programme Updates	
Programme	Description
Interim Transitional Structure	<ul style="list-style-type: none"> • The current Chart of Accounts was reviewed and all cost centres aligned to the new Functions; • Individual 1-2-1 meetings with Heads of Service were held to get their input to the TOM and the output of these meetings fed into an ECMT Workshop; • This allowed the team to complete the initial alignment of all cost centres and teams to the new Functions; • A Third Tier Network (3TN) session took place to provide an overview of progress and for the 3TN to input into the TOM; • 1-2-1 meetings with Third Tier Managers were held to get further input into the new functional model; • The output received allowed the team to complete the initial proposal Transitional structure; • The proposed Transitional structure was then presented to the Transformation Management Board for their feedback and comments; • This was followed by a further ECMT workshop; • The output from the ECMT session was collated and adjustments made where appropriate; • This was followed by a further 3TN session.

TRANSFORMATION PORTFOLIO HIGHLIGHT REPORT

Customer	<ul style="list-style-type: none"> • Corporate Website - work continues to provide a new website design and accompanying Content Management System structure. Go live is now scheduled for the end of November 2017. <ul style="list-style-type: none"> ○ Activities completed – testing and checking of pages and updating content, Disability Equalities Partnership engagement and testing, Customer engagement at tenant open day and security testing; ○ Activities prior to go live launch – final testing of main desktop version of site, design and navigation elements completed for mobile version of site, testing of the tablet and mobile versions of the site, planning engagement sessions & communications for staff, customers, Elected Members and senior management; • Customer Charter and Standards - continuing to embed the charter and standards internally and are assessing the feasibility of aligning the external launch with the first phase of the TOM implementation.
Commissioning	<ul style="list-style-type: none"> • Visit to Croydon to meet Director & Head of Service with responsibility for Commissioning and a paper is being prepared to inform the Commissioning model and lessons learned; • Third Party Spend Review - liaising with PwC to agree data and provide data for analysis of where further savings could be achievable and to include leverage for additional income generation opportunities; • No PO No Pay – a short term finance working group has been established to review and revise the outline policy; • Review of procurement regulations, in conjunction with Finance/Governance Board is currently taking place • We have recently started a review to categorise existing spend across the headings of primary, secondary and tertiary spend, with a view to use the intelligence to help us move our commissioning to consider more prevention measures.

TRANSFORMATION PORTFOLIO HIGHLIGHT REPORT

<p>Operations</p>	<ul style="list-style-type: none"> • Income Generation - six areas to be taken forward and develop OBC's were agreed by the TMB and these summary documents will make the case as to whether the opportunities should be progressed, potential options and outline costs and benefits; • Fleet and Transport – OBC was submitted to the STC in October. Full Business Case is expected to be submitted to the STC in January 2018; • Total Facilities Management/Stores - OBC was submitted to the STC in October. Full Business Case is expected to be submitted to the STC in January 2018 • Assets – the OBC is currently being developed; • Housing Review – a review of the Housing service is currently taking place.
<p>Resources</p>	<ul style="list-style-type: none"> • Business Support – the data validation exercise is now complete and the OBC has been presented to the TMB before onward submission to the STC • Planning and Sustainable Development Review – a re view of the Planning and Sustainable Development service is currently taking place.
<p>Workforce Change</p>	<ul style="list-style-type: none"> • Employee Transition Journey - Retraining opportunities for hard to fill posts have been identified and the redeployment process is being reviewed and mapped with options. We are looking to meet with all partners to agree a Memo of Understanding around potential shared redeployment pool. Also reviewed current and planned provision for supporting people through change; • Transitional Structure - draft job profiles have been developed along with a draft Organisational Design Methodology paper; • Director Recruitment – the date for applications closed on the 3rd November. Interviews are to be held week commencing 13th November with the selection process arranged for weeks commencing 27th November and 4th December.

TRANSFORMATION PORTFOLIO HIGHLIGHT REPORT

Finance	<ul style="list-style-type: none"> Initial review and benchmarking with other authorities of all year-end processes undertaken and improvements/ process changes identified; Draft proposed new budget process has been developed and is being reviewed by external audit; Finance Competency Training – draft programme scoped.
Technology	<ul style="list-style-type: none"> Human Capital Management Project - overview of the project was provided to the ICT Delivery Board; Educations Booking and Lettings Digital Pilot – the pilot is in week 4 and currently in the development phase and building the digital solution; Parking Permits Digital Pilot – the pilot is currently in week 2 and the discovery phase; ICT Consolidation – the project team are currently engaging with SMT’s User Segmentation – paper sent to all control boards for approval to review allocation of all devices across the whole estate
Governance	<ul style="list-style-type: none"> A draft new committee governance structure has been completed and terms of references are being drafted; The revised Scheme of Delegation continues to be worked up; Planning underway for Third Tier Network on 15th December to present draft Governance documents.

Change Controls	
Programme	Description
N/A	No change control requests have been submitted within this reporting period

TRANSFORMATION PORTFOLIO HIGHLIGHT REPORT

Key Portfolio Risks / Issues	
Programme	Description
N/A	None to report at this stage

ABERDEEN CITY COUNCIL

COMMITTEE	Strategic Transformation Committee
DATE	14 November 2017
REPORT TITLE	Business Support Redesign
LEAD OFFICER	Angela Scott
REPORT AUTHOR	Ronnie McKean
REPORT NUMBER	CG/17/141

1. PURPOSE OF REPORT:-

- 1.1 The purpose of this report is to advise the Committee of progress with the consolidation and redesign of the business support function.

2. RECOMMENDATION(S)

- 2.1 It is recommended that the Committee:
- a) note the decision of the Corporate Management Team to proceed with consolidation of the business support function and that this decision predates the transformation governance structures;
 - b) note that the implementation of the consolidation of the business support function is underway and being monitored by the Resources Delivery Board in the transformation governance structures;
 - c) note the operating model for the centralised function as set out in Appendix 1 and 2; and
 - d) note that savings in the region of £3m from the consolidation will be reflected through the 2018/2019 budget process.

BACKGROUND/MAIN ISSUES

- 3.1 Prior to the establishment of the Strategic Transformation Committee, and the breadth of the governance structures now in place, a review of the Council's business support functions was initiated by the Corporate Management Team via the "Operational Excellence Programme". Price Waterhouse Coopers (PwC) were engaged to support this review via a call off pre-tendered national framework in line with the Council's Standing Orders on "Contracting and Procurement".

At commencement of the project, the project team conducted staff engagement sessions and activities in order to produce data for analysis and review.

Analysis of the existing business support activities during Autumn 2016 in conjunction with PwC identified the following:

- Significant fragmentation of effort and no collaborative demand management
- High levels of manual processes and duplication within administration and frontline service teams
- A disproportionate amount of time and resource is being spent on business support activities.
- Work of a similar nature is carried out in all areas of the Council without consistency and coordination in order to meet the demands of the customer and business.
- Staff engaged in these activities are frustrated by lack of consistent systems, processes and development opportunities
- High dependency on support staff to undertake low level tasks that could either be avoided altogether (e.g. document printing when staff have lap tops) or have staff self-serving.

3.2 The Council at their meeting of 22nd February, 2017, agreed the Strategic Business Plan Refresh 2017-18 which gave details of the activity analysis conducted in conjunction with PWC and stated that the Council would seek to consolidate, simplify and standardise administrative and business support functions across the organisation.

3.3 The Corporate Management Team considered the output and analysis of that engagement on 29th June 2017. The decision was taken by the Corporate Management Team to proceed with the next phase of the project.

3.4 Following approval to proceed, the appointed project team conducted further engagement meetings with senior managers from the service areas which are within the project's scope. The "in-scope" list has been finalised, allowing the Project Team to determine the functions and the FTE available to form the centralised function. The proposed the operating model for the centralised function as set out in Appendix 1 and 2.

Strategic Fit

3.5 The consolidation of the business support function will deliver centralisation of the management and delivery of business support across the Council and will provide a professional, customer centric service that is resilient to shifting demands.

- 3.6 The proposed operating model will enable consistent service delivery and improved delivery of administrative support whilst enabling services to focus on core service delivery by removing administrative effort from front line staff.
- 3.7 The redesign focuses on efficiency which will reduce the number of roles currently undertaking business support activities across the council which will contribute to the required costs reductions required over the next five years.
- 3.8 The key design principles for the proposed model are as follows:

Organisational Design:

- Customer Centric – centralisation of the business support function will create functional teams performing similar tasks as a whole rather than service specific areas.
- Accountable and Transparent – management of the centralised business support function will result in measured service delivery supported by key performance indicators.
- Adaptive – the business support service will be agile allowing for resources to be reallocated in order to achieve demand requirements.
- Intelligence Led – the support service will utilise demand management information in order to deliver support when required.

Governance Principles:

- Informed – supporting processes will assess impact, assessment of risk, stakeholder views and requirements. Processes will be reviewed regularly against performance in order to deliver process improvement.

Workforce Principles:

- Flexible and Agile - Development of training needs analysis and training plans for staff together with robust performance management at both service and individual levels will deliver a professional team that is adaptive, flexible and future focused.
- Empowered and Accountable – the management structure of the service supports a model that empowers staff within the functional teams.
- Open and Co-Operative – the lean management structure encourages staff engagement allowing for staff to continually develop and improve.

Process Design Principles:

- Understand what people need – processes will be developed and reviewed in conjunction with stakeholders to ensure that processes are fit for purpose and meet stakeholder needs
- Make things open: it makes things better – performance indicators shall be shared with stakeholders in order to correct errors and improve performance.

Technology Principles:

- Flexible and Agile – the teams will be flexible and will seek opportunities to provide process improvements and efficiencies delivered through new technology.

Partners and Alliances Principles:

- Clarity on Roles and Responsibilities – the support function work with stakeholders in order to clarify and establish collaborative working relationships
- Commitment to Join Learning – the support function will recognise the need for knowledge sharing with stakeholders through learning and communication

3.9 This report updates the committee on progress to date with this project. The project is now within the overall Transformation Portfolio and, as such, will be captured within the Governance arrangement of the Transformation portfolio and progress on implementation will be reported to future meetings.

4. FINANCIAL IMPLICATIONS

4.1 There are no additional Finance requirements or implications at this time. It is anticipated that savings in the region of £3m from the consolidation will be reflected through the 2018/2019 budget process.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

6.1 At present, the immediate Financial Risk identified is the loss of potential savings within the 2018/19 Financial Year resulting from delays in implementation.

6.3 At this time, there are no direct risks to the following categories resulting from the service redesign however, these will be fully detailed within the next report to Strategic Transformation Committee.

- Employee
- Customer/citizen
- Environmental
- Technological
- Legal
- Reputational

7. IMPACT SECTION

7.1 An assessment of strategic alignment is included within this report and will be further refined during development phase of the project.

- Economy - Implementation of the redesigned Business Support function has potential cost savings which will support the council in achieving a balanced budget within the 2018/19 Financial Year.
- People - Implementation of the redesigned Business Support function will support the delivery of Front Line Services by removing administrative effort in these areas.
- Place - The Redesign of Business Support does not have any direct impact on the Place.
- Technology -Technology improvement opportunities will be identified as the programme progresses.

8. BACKGROUND PAPERS

None

9. APPENDICES

Appendix (1) – Organisation Structure

Appendix (2) – Activities of the Functional Support Teams

10. REPORT AUTHOR DETAILS

Ronnie McKean

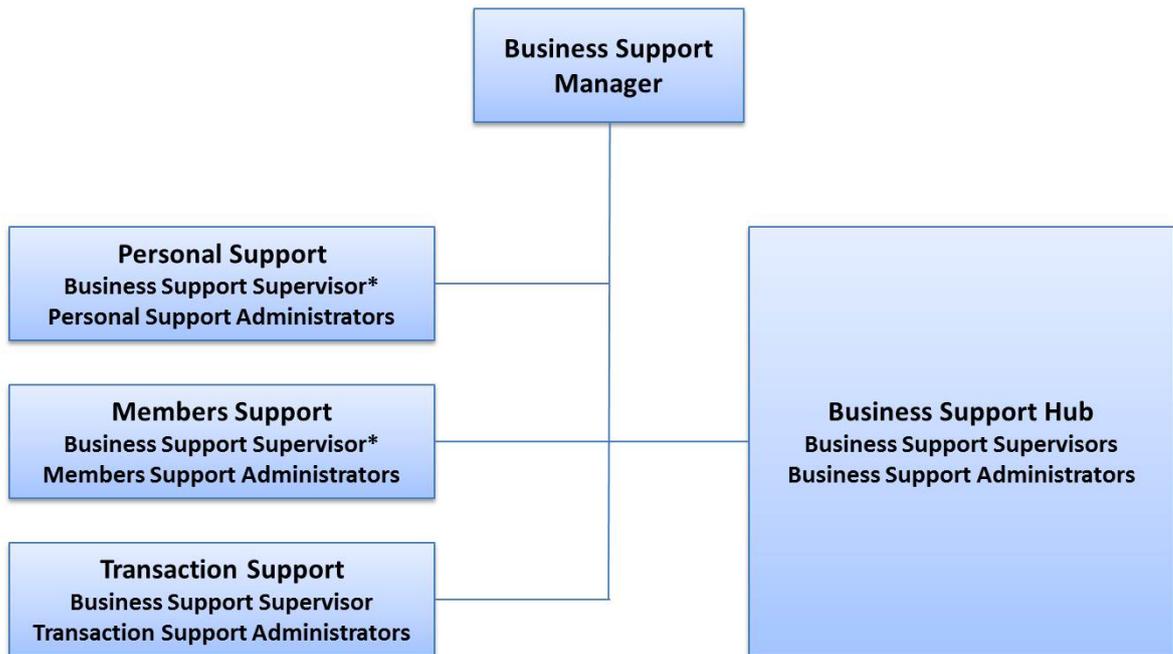
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Appendix (1)

The recommended operating model for the centralised function is as follows:



* *Shared Business Support Supervisor*

Appendix (2)

Activities of Functional Support Teams

Personal Support	Provision of personal secretarial and administrative support to senior officers of the Council
<p>Services will be defined in a service catalogue and will include:</p> <p>Chief Executive and Directors</p> <ul style="list-style-type: none">• diary management• email and correspondence management• call handling• meeting support• preparation of briefing papers, reports and presentations• travel booking and preparation of itineraries• simple research and project support <p>Heads of Service</p> <ul style="list-style-type: none">• diary management• meeting support• preparation of briefing papers, reports and presentations• travel booking and preparation of itineraries• simple research and project support	

Members Support	Provision of personal secretarial and administrative support to the Council's Elected Members
<p>Services will be defined in a service catalogue and will include:</p> <ul style="list-style-type: none">• diary management• email and correspondence management• call handling• meeting support• preparation of briefing papers, reports and presentations• travel booking and preparation of itineraries• simple research and project support <p><i>Support ratios to be defined</i></p>	

Transaction Support

Provision of administrative support for tasks associated with billing and financial transactions

Services will be defined in a service catalogue and will include:

- Manage daily payment process, including transmission of payment files to BACS and data input to systems
- Run cheques, foreign payments and remittance process
- Process payment of invoices
- Raise and issue of debtor invoices
- Run debtor reports and issue debtor letters
- Process and reconciliation of journals, accounts, statements, returns and purchase cards
- Payment error investigation and correction
- Raise purchase orders for goods and services via PECOS
- Administer Members allowances and expenses in line with statutory requirements
- Prepare and administer grant applications and claims
- Ensure arrestment against Council suppliers are properly actioned

Business Support Hub

Provision of general and service-specific administrative support

Services will be defined in a service catalogue and will include:

- Recording & Data Entry
- Statutory Minute Taking
- Scanning, Copying, Printing, Laminating
- Travel Booking – outwith UK
- Electronic file management
- Word processing
- DSE workstation assessments
- Co-ordination of committee reporting process
- Co-ordinate the programme of Workplace Inspections
- Ensure Directorate Dashboards are updated regularly to incorporate relevant Health and Safety data, prepare quarterly reports on Workplace Inspections, Accidents/Near Misses and Fire Risk Assessments to SMT, review and update Directorate Health and Safety Matrix
- Specialist: Recording of Child Protection Case Conferences and Looked After Child Reviews

COMMITTEE	Strategic Transformation Committee
DATE	14 November 2017
REPORT TITLE	Portfolio Communications and Engagement Report
REPORT NUMBER	CG/17/150
DIRECTOR	Angela Scott
REPORT AUTHOR	Paul Smith

1. PURPOSE OF REPORT:-

- 1.1 To update the Strategic Transformation Management Committee on the actions taken to date in relation to developing Aberdeen City Council's Transformation Communications and Engagement plans.

2. RECOMMENDATION(S)

2.1 It is recommended that the Committee:

- (a) note the updates provided.

3. BACKGROUND

3.1 On August 23, Full Council agreed a number of recommendations outlined in a report entitled Council Target Operating Model. As a result of this decision, work has been underway to develop and implement communications and engagement activity with the workforce, partners and customers.

3.2 Resources have been dedicated to build and manage a corporate wide approach to communicating the Transformation Portfolio and listening to and engaging with staff and key stakeholders.

3.3 In the first instance, resource has been dedicated to internal communications and engagement to ensure that staff have an opportunity to understand concepts and key drivers behind the Transformation Portfolio.

3.4 The following objectives were identified and shared with stakeholders and form the basis of the first phase of Transformation Programme Communications activity between now and the end of the year:

- To enhance existing and build effective channels to ensure communications and engagement reaches all tiers of the Council

- To increase awareness, understanding and support for the council's vision for change
- To carry-out pro-active communications by establishing an activity calendar for all programmes which will determine when and how the messages will be delivered
- To gather insight, ideas and challenges from the organisation that can inform the Transformation Programme
- To ensure there are support networks in place for all teams and employees experiencing change
- To support the creation of a positive energy and establish a desire and urgency within the organisation for improvement
- To support management networks to deliver direct communications to staff within their service areas
- To monitor and evaluate the effectiveness of communications and use the data and feedback to drive continuous improvement

All activity underway to support the objectives outlined above is contained in Appendix A.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising from the recommendations of this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. MANAGEMENT OF RISK

- 6.1 Financial – there is not considered to be any direct financial risks as a result of this report.
- 6.2 Employee - there is not considered to be any direct financial risks as a result of this report.
- 6.3 Customer / citizen - there is not considered to be any direct financial risks as a result of this report.
- 6.4 Environmental - there is not considered to be any direct financial risks as a result of this report.
- 6.5 Technological - there is not considered to be any direct financial risks as a result of this report.
- 6.6 Legal - there is not considered to be any direct financial risks as a result of this report.

- 6.7 Reputational - All activity will comply with the Aberdeen City Council Communications Policy and will be managed through the governance of the Communications and Engagement Board

7. IMPACT SECTION

Economy

- 7.1 As the report is for noting, there is not considered to be any direct impact on the Economy.

People

- 7.2 As the report is for noting, there is not considered to be any direct impact on the People.

Place

- 7.3 As the report is for noting, there is not considered to be any direct impact on the Place.

Technology

- 7.4 As the report is for noting, there is not considered to be any direct impact on the Technology.

8. BACKGROUND PAPERS

Not applicable

9. APPENDICES (if applicable)

Appendix A – October Communications and Engagement Progress Update

10. REPORT AUTHOR DETAILS

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BUILDING A COUNCIL FOR THE FUTURE

Appendix A: Supporting Transformation: Communications and Engagement Progress Update

Overview

The following report sets out the activity undertaken as part of the Communications and Engagement approach to Transformation from August to October in line the key objectives set out and agreed by members of the Senior Management Team.

Internal Communication Objectives:

1. To enhance existing and build effective channels to ensure communications and engagement reaches all tiers of the Council
 2. To increase awareness and understanding for the council's vision for change
 3. To carry-out pro-active communications by establishing an activity calendar for all programmes which will determine when and how the messages will be delivered
 4. To gather insight, ideas and challenges from the organisation that can inform the Transformation Programme
 5. To ensure there are support networks in place for all teams and employees experiencing change
 6. To support the creation of a positive energy and establish a desire and urgency within the organisation for improvement
 7. To support management networks to deliver direct communications to staff within their service areas
 8. To monitor and evaluate the effectiveness of communications and use the data and feedback to drive continuous improvement
-

Internal Communications August to October

Key:

Complete

In progress or Ongoing

Objectives	Activity	Progress	Impact	Forward Look
Objective 1: Channel Improvement	Intranet – Design and launch a new dedicated two-way platform to communicate Transformation	The Transformation Zone launched in September as interactive online tool where staff can get updates and information	At the time of writing this report on October 25, the site had collective page views of more 16,000 - demonstrating its use as a communications tool for Transformation	Work will continue to improve the Transformation Zone in line with feedback from employees and the needs of the Transformation Programme.
	Channel Access –install desktops to all Council locations where employees can log in and access the Transformation Zone.	As of the week of October 11, Installations have taken place at 5 of the Council’s depots, with plans for more installations over the coming weeks. Workshops are also being held to show employees how to use the desktops.	Greater accessibility to corporate communications for employees at all locations	Work will continue throughout the programme to ensure employees have access to the main corporate channels and other means of communication and engagement
	Review all Stakeholder and undertake Channel Analysis	An initial review has taken place among Heads of Service and Third	A widespread view of all of our stakeholders and partners is key	A more in-depth analysis is to be undertaken with each

Internal Communications

August to October

Key:

Complete

In progress or Ongoing

		Tier Managers to understand key stakeholders and channels in use.	to keeping everyone informed and engaged	service area in order to map out what channels we can use to communicate with staff, customers and partners
Objective Two Supporting the vision for change	Brand Development – Launch a brand that is visible, relatable for all employees and can also be used externally.	A strong narrative and brand has been created in-house under the umbrella of Building the Council of the Future. The brand launched in September and features across all communications channels, engagement events and communications materials.	Being able to develop this brand in house and at such pace offers real value for money.	Work will continue to develop the brand and make it as visible as possible throughout the organisation.
	Staff Guide to Transformation - A digital monthly newsletter with key features on Transformation	The first Edition was launched in October and features key information about the Target Operating Model	Increased awareness among employees – print copies were made available at all Council locations	The next edition will be distributed in November.
	Staff Engagement – organise corporate engagement events until the end of October to ensure all employees have an opportunity	The Building the Council of the Future events took place between September and October.	Over 6 weeks and 29 events, 2,000 employees attended the events, heard from Senior Management and had a chance	Building the Council of the Future events will be a constant programme during the Transformation.

Internal Communications

August to October

Key:

Complete

In progress or Ongoing

	to hear about the TOM and be involved.		to feedback on the proposals. More information on attendance and employee feedback is contained at the end of the report.	Plans are being put in place for another set of events and workshops in December
	Create engaging content that can be understood by multiple audiences	A series of promotional video animations have been produced to promote aspects of Transformation such as the key messages, presenting employee feedback, promoting other routes for communication and explaining customer journey's.	In the last two weeks, views on video clips through the Transformation Zone have totalled more than 1,700 plays, reaching 20% of the workforce.	Animations and video blogs as well as live webinars and Q&As will continue to be part of the transformation,
Objective 3	Develop Communications Plan and Approach for communicating the Transition phase to the Interim Structure	A more detailed communications approach and implementation plan for the Transition to the Interim Structure is currently being worked on in line with programme milestones. This will be presented to the next Communications Control Board for discussion and agreement	Well planned and targeted communications that identifies all stakeholders creates better consistency and trust in the portfolio.	

Internal Communications

August to October

Key:

Complete

In progress or Ongoing

Objectives 4/5/6	Establish an Employee Rep Network where members will play a role on behalf of their colleagues and teams in shaping and delivering communications and also taking ideas, feedback and challenge back into the Transformation Programme.	Recruitment is currently underway Terms of reference for the group have been drafted and will be submitted to the Communications Control Board in November, after which the network can be set up.	The network will provide employees an opportunity to have a voice throughout Transformation.	A briefing is to be arranged once the Terms of Reference have been agreed.
	Ideas Hub – a platform for staff to share ideas and put forward views	The Ideas Hub now has a dedicated space where staff can post ideas and challenges on transformation.	This space will be monitored by the Transformation Programme Managers and ideas can be taken into the Transformation Governance Framework.	Similar tools will be used to engage with partners and customers
Objective 7 Support for Management	Establish a Communications and Engagement Group to involve service managers in the development and delivery of specific programme communications and engagement activity.	Recruitment is underway to have every service area represented. Terms of reference for the group have been drafted and will be submitted to the Communications Control Board in November, after which the network can be set up.	Will ensure that management have an opportunity to shape communications & engagement in the most appropriate and targeted way for their service areas and can play a role in facilitating key messages.	A briefing is to be arranged once the Terms of Reference have been agreed.

Internal Communications
August to October

Key:

Complete

In progress or Ongoing

Objective 8 Reporting and Feedback	Support for services in the development of service specific engagement plans	Through the channel review and stakeholder analysis, initial ideas for service specific engagement have been drafted in some areas.	Ensuring consistency to communications and engagement across all services and improving service specific channels.	Plans are being developed to work with all service areas to ensure there are targeted engagement plans.
	Provide reports using a both a qualitative and quantitative methodology	Feedback from Employees through the Building the Council of the Future events is being collated and is being fed into the Transformation Governance process –summary information from these events is presented below.	Feedback and reporting allows for continuous improvement.	Reports will be collated from both the Employee Rep Network and the Communications and Engagement Group once up and running for the Communications Control Board

BUILDING A COUNCIL FOR THE FUTURE

Summary Report: Staff Engagement Sessions

11 September-23 October 2017

1 Purpose

The purpose of this paper is to provide a summary of the recent staff engagement sessions round the Target Operating Model including:

- Review of outcomes
- Summary of sessions
- Next steps
- Statistics and numbers (Appendix A)
- Collated feedback from the sessions (Appendix B)

2 Review of outcomes

The original outcomes agreed for the engagement sessions were as follows:

Outcome	Update
1. Engaged staff who feel involved in and committed to: <ul style="list-style-type: none"> ▪ The future of the council ▪ Putting customer needs at the centre 	A temperature check was carried out on two key questions at the start and end of each session to assess participants' understanding of and commitment to the future of the council. Results of this can be found later in this paper.
2. Staff understand the why, what, when and how of the Target Operating Model	

<p>3. Staff see and feel how the Target Operating Model could work in practice through the engagement activity</p>	<p>Appendix B contains the collated feedback from the engagement activity.</p>
<p>4. Ideas and intelligence generated will input into how services are grouped and will inform development of the next level of management</p>	<p>At the end of each session participants were asked to record on a post-it where their team/ service might best sit in the new structure and place that post-it against the relevant function as they left the session.</p> <p>The outcomes of this exercise are being collated by Carol Wright and Jacqui McKenzie as part of their work on the new structure.</p>
<p>5. Future communication channels are embedded and the staff representatives recruited into the communication network</p>	<p>The engagement sessions were supported by a range of new communication channels including the Transformation Hub, Transformation newsletter and the beginning of an employee communication network. 29 participants at the engagement sessions have volunteered to join this network so far – recruitment is still open with a first meeting scheduled for mid-November.</p>
<p>6. People are clear about how the information will be used and what happens next</p>	<p>Staff who attended the engagement sessions were made aware that the information gathered would be used to inform the December Committee report. Feedback from the sessions showed that staff welcomed the opportunity to get involved and were keen to stay informed and involved throughout the transformation journey. Stage 2 of engagement is already in the planning stage.</p>

3 Summary of sessions

Around 36 engagement sessions took place between 11 September and 23 October. This included large scale events at the Town and County Hall, smaller scale at Frederick Street and the Beach Ballroom and bespoke sessions at various establishments. Another 12 sessions are planned over November. 2379 members of staff have attended or are signed up to sessions to date – representing 29% of the workforce. Details of numbers and breakdown by service can be found in **Appendix A**.

While Comms and the OD team were mainly responsible for organising the events, the successful execution of these was very much a joint venture involving 118 staff in all. This included members of ECMT taking on the role of keynote speaker, 3rd tier acting as mc's, a range of managers and employees from across the council facilitating and note-taking, the Research Team collating the notes into a form which has made this summary easier and Trade Union colleagues hosting stalls at the events in order to answer any questions staff might have.

The sessions opened with an online temperature check asking participants to rate 'how much do you know about the future of the council' against the choices 'nothing', 'a bit', 'just about there' and 'fully understand'. They were also asked to sum up in a word how they were feeling from a choice of 'conflicted', 'confused', 'curious' and 'committed'.

The keynote speaker then explained the drivers for change, the Target Operating Model and the need for the council to manage demand differently through greater community empowerment, early intervention/ prevention and a move to digital solutions. This was followed by a Q&A session and a group discussion. The following information provides a brief overview of the feedback gained from employees during the facilitated discussions.

Groups were asked to consider the following questions:

What do you think about what you've just heard: The vast majority of participants recognised the need for change; much of the early discussion focused on staff sharing stories of inefficiency, waste and frustrations with current working practices. A good proportion of staff were positive about what was being proposed and welcomed the opportunity to get involved at this early stage. Some were more inclined to take a 'wait and see' attitude, particularly those who'd experienced major restructure and transformation in the past. Others were concerned about job losses, the impact of VSER on workload and stress, the impact of digital on our more vulnerable customers and the cost of going digital. Only a very small minority sought to maintain the status quo.

Community empowerment – what could communities/ customers do for themselves: Most were in favour of communities doing more for themselves and many could cite examples of community groups etc where this is already happening. However there were reservations about the public's willingness and capability to take on roles which they have come to regard as the council's responsibility.

Early Intervention/ prevention: early intervention – how could we manage demand better: Most participants recognised that early intervention was the key to better outcomes for customers and to a more fulfilling role for staff. The mixture of services at each table helped promote good quality discussions between services – and parts of services – about how they could link up better to achieve those outcomes and equally how better links with partners would assist.

Digital - how could we use technology to better deliver services: It was generally recognised that the lack of a centralised system for storing customer data and the lack of sharing of information across services, teams and partners was a huge barrier. Addressing this was seen as a priority for the digital strategy going forwards. Most people welcomed the move to digital and the streamlining of processes, however, there were concerns about the perceived high cost involved, the time required before we would see the benefits and the impact of digital services on our more vulnerable customers.

The session ended with a final temperature check using the same two questions as at the start. Total results were as follows:

How much do you know about the future shape of the council				
	Nothing	A bit	Just about there	Fully understand
Start of session	132	812	127	19
End of session	15	461	460	71
What one word most closely describes how you feel right now				
	Conflicted	Confused	Curious	Committed
Start of session	117	220	671	82
End of session	119	169	445	295

In terms of levels of understanding, there was an encouraging shift from knowing ‘nothing’ or ‘a bit’ to being ‘just about there’ and ‘fully understanding’. While 15 claimed to know ‘nothing’ at the end of the session this was clearly either some form of protest vote or a slip of the finger when voting. Nevertheless there is still a significant amount of work to be done on increasing knowledge about the model and how it will operate. This will be addressed by the comprehensive comms and engagement plan which is being put in place.

The sessions also moved the needle to three times more people feeling ‘committed’ at the end of the sessions than at the start. However there was also an increase in the number of those feeling ‘conflicted’. Given the scale of the change and its potential impact this is probably not surprising and again will help us shape the comms and engagement plan and support programme for staff going forwards.

Overall most sessions went well however some issues were highlighted which provide useful learning for future engagement, for example:

- **Managing expectations:** a number of participants came along expecting to hear far more detail about the structure and about how it would impact them personally; we addressed this in later sessions by setting expectations in the introduction of what would/ would not be covered however a more explicit timeline of the stages in the transformation journey and what staff can expect at each stage would be useful for future
- **Levels of contribution:** while there was a lot of good quality discussion some staff struggled to come up with ideas and solutions; this may have been down to the newness of the information; more openness about the timeline and the stages in the journey should increase knowledge levels and prepare people for better quality contributions in future
- **Key note speakers:** Before the engagement sessions began ECMT were briefed on what was expected of them; however it quickly became evident that levels of knowledge and understanding were variable which resulted in participants receiving a slightly different experience depending who was delivering the message and also in different amounts of time being allowed for discussion; this was addressed by meeting each keynote speaker and briefing them individually however the use of a more structured script might be better in future
- **Plain English and assumptions:** A number of participants commented on the need to reduce management speak and jargon; similarly comments were made on assumptions that people know more than they do – for example the ‘LOIP’, ‘digital partner’ and ‘digital pilots’ were sometimes alluded to with no further explanation; given its centrality to our purpose, the lack of knowledge about the LOIP was concerning and will be addressed through induction and through the development programme supporting transformation.

4 Next Steps

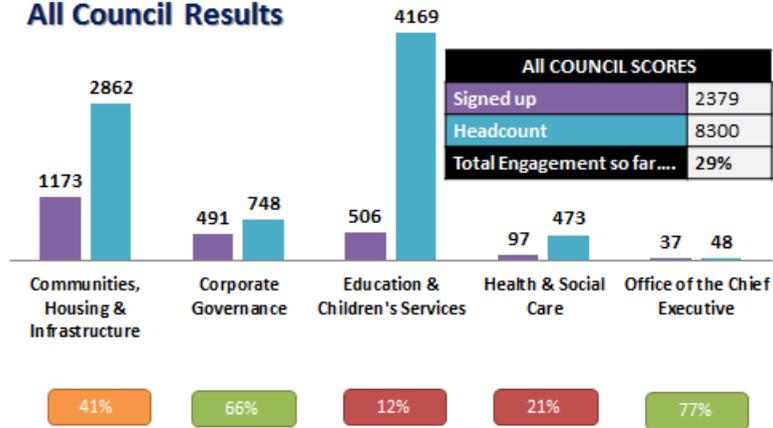
Most staff who attended the events expressed their interest in being kept informed, involved and having the opportunity to influence at every stage in the transformation journey. To this effect immediate plans are to:

- Complete the stage 1 engagement sessions planned for early November
- Set up sessions from 6 November for 3 weeks so that staff can see the interim structure and how their views have fed into this
- Establish the employee communication network
- Continue with the Influence sessions (smaller group sessions which focus on customer journeys)
- Involve staff in defining the behaviours and culture which will help deliver the Target Operating Model
- Plan stage 2 engagement following the December report
- Keep people informed through continually updating the Transformation Hub and newsletter

Appendix A - Numbers attending/ signed up



All Council Results



All COUNCIL SCORES	
Signed up	2379
Headcount	8300
Total Engagement so far....	29%

This includes the following bespoke sessions

Numbers	Location/ Date	Delivered by	Target audience
306	Kittybrewster and various depots/ October	Steven Shaw	Environmental staff
22	Woodhill House/ October	Craig Innes	Procurement
75	3 rd tier network/ 6 October	Angela Scott	Service Managers
120	Altens Waste/ 11 October	Mark Reilly	Waste and recycling
16	Marischal/ 19 October	Mike Cheyne	Flooding and Coastal Engineering
12	Beach Ballroom/ 19 October	Euan Couperwhite	Beach Ballroom staff
551			

Additional sessions planned till mid-November

Numbers	Location/ Date	Delivered by	Target audience
tbc	Frederick Street - various	Various ECMT	All staff – Influence sessions
50	Northfield Academy - tbc	Helen Shanks	Music Co-ordinators
150	tbc – 17 November	Angela Scott	Facilities – cleaning and catering
80	tbc – 8 November	Angela Scott/ Helen Shanks	Head Teachers
Tbc	Tullos – w/c 30 October	Mike Cheyne	Roads staff
tbc	Frederick Street – 9 November	Helen Shanks	Teachers/ school staff
Tbc	Kittybrewster sessions	Various ECMT	Building Services/ Fleet

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