

**HIGHLIGHT REPORT**

# **Transformation Portfolio Highlight Report**

## **January 2018**



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### Portfolio Update

Overall the Transformation Portfolio is on track. Key portfolio deliverables for this period have been completed. A number of deliverables are actioned for completion by the timescale required. Further details of this is provided in the below table.

Following Council approval of the transitional structure, implementation plans to migrate from existing to new structure are being developed. Preparations for the Directors arrival are in the final stages. Recruitment to the Chief Officer posts is underway, including matching and internal recruitment.

The final sprint has been completed for the Digital Pilots and a decision to roll out is being sought at the Strategic Transformation Committee on the 9<sup>th</sup> February.

A programme of work is currently being defined aimed at embedding the capabilities required to deliver the Target Operating Model within the organisation. This work will be staff led, in partnership with Trades Unions.

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Phase	Deliverable	Status	End Date
<b>Organisational Design</b>			
Target Operating Model	Define Target Operating Model (TOM)	<b>Complete</b>	23/08/2017
	Confirm Tier 1 Structure	<b>Complete</b>	23/08/2017
	Transformation Governance in place	<b>Complete</b>	23/08/2017
Tier 1 Management Structure	Recruit Tier 1 Directors	<b>Complete</b>	01/12/2017
	On Board Directors	<b>In Progress</b>	02/04/2018
Tier 2 Management Structure	Design Tier 2 Structure including service areas	<b>Complete</b>	11/12/2017
	Designed Tier 2 Chief Officer Job Profiles	<b>Complete</b>	11/12/2017
	Recruit Tier 2 Chief Officers	<b>In Progress</b>	30/03/2018
	On Board Chief Officers	<b>In Progress</b>	30/04/2018
Migration to transitional structure	Staff engagement on TOM functional structure	<b>Complete</b>	28/11/2018
	Analysis of organisational staff and finance data	<b>In Progress</b>	ongoing
	Alignment of services and posts to the transitional structure	<b>Complete</b>	11/12/2017
	Opportunities for Change Identified	<b>In Progress</b>	20/02/2018
	Transition approach	<b>In Progress</b>	20/02/2018
	Communication Plan	<b>In Progress</b>	20/02/2018

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	Implement migration to transitional structure	<b>In Progress</b>	30/06/2018
Service Redesigns	Outline Business Case – Total Facilities Management	<b>Complete</b>	04/10/2017
	Outline Business Case – Fleet and Transport	<b>Complete</b>	04/10/2017
	Outline Business Case – Assets	<b>Complete</b>	22/12/2017
	Full Business Case – Fleet and Transport	<b>Under Review</b>	30/05/2018
	Full Business Case – Assets	<b>Complete</b>	02/02/2018
	Full Business Case – Total Facilities Management	<b>Under Review</b>	30/05/2018
<b>Technology</b>			
Digital	Engage Digital Partner	<b>Complete</b>	04/12/2018
	Digital Pilot - Bookings	<b>Complete</b>	02/02/2018
	Digital Pilot – Parking Permits and Fines	<b>Complete</b>	02/02/2018
	Procure Digital Booking Platform	<b>In Progress</b>	09/02/2018
	Human Capital Management System Approval of Preferred Supplier	<b>In Progress</b>	01/02/2018
	Master Data Management Phase 1	<b>In Progress</b>	22/02/2018
<b>Commissioning</b>			
Third Party Spend	Third Party Spend Report	<b>Complete</b>	02/02/2018

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Programme Updates	
Programme	Description
Customer	<ul style="list-style-type: none"> <li>Corporate Website – The new Aberdeen City Council website was launched on 29 November 2017. A post implementation document has been produced and reviewed at the Customer Delivery Board in January 2018. Work will now continue to further develop the content and planning will commence on implementing a centralised approach to publishing and training for specific service content contributors;</li> <li>Customer Experience Platform - Phase 1 of the implementation of digital services is underway within the Customer Experience Platform. Since the last update, the following services have now gone live – Accord replacement card, change of address, Access to leisure updates and renewals, with Members Enquiries going into live operation on the 10<sup>th</sup> January. Further services to be migrated from Lagan to Firmstep by end of February in order to decommission Lagan;</li> <li>Housing Review - the final report for the Housing Review was presented to the Customer Delivery Board in early January and next steps agreed, which include the creation on an internal project team to review the recommendations and enable the preparation of the Outline Business Case to be submitted to the Strategic Transformation Committee in June 2018.</li> </ul>
Commissioning	<ul style="list-style-type: none"> <li>Third Party Spend review – a workshop was held to investigate opportunities around our third party spend. The opportunities identified are being validated and reported to the Strategic Transformation Committee through the Third Party Spend report;</li> <li>Financial controls have been re-emphasised and are being monitored by the Finance and Commissioning Control Board;</li> <li>Procurement regulations – these are in the final draft stage and are included in the Governance review and will be submitted to Council in March 2018.</li> </ul>

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<p>Operations</p>	<ul style="list-style-type: none"> <li>• Fleet and Transport – the draft business case is being reviewed. The full business case will be submitted to the Strategic Transformation Committee in June 2018;</li> <li>• Total Facilities Management and Stores – the draft business case is being reviewed;</li> <li>• Assets – full business case has been through the Control Boards and Transformation Management Board and submitted to the Strategic Transformation Committee;</li> </ul>
<p>Resources</p>	<ul style="list-style-type: none"> <li>• The Resources Function has continued to be developed in conjunction with the other programmes in preparation for transition in February;</li> <li>• Business Support - Transformation pages will be updated to incorporate Business Support Review activities and next steps and drop in sessions to be arranged at various sites;</li> <li>• IT/Digitisation – workshops were conducted w/c 22<sup>nd</sup> January for Business Support in Scope staff to review and identify process improvement and digitisation opportunities.</li> </ul>
<p>Workforce Change</p>	<ul style="list-style-type: none"> <li>• Director Recruitment – new Directors announced and will be in place by the end of March 2018;</li> <li>• Tier 2 – job matching process is nearing completion and the remaining vacant posts are now out for internal application with a closing date of 29 January. The selection process is planned for w/c 5 and 12 February;</li> <li>• Employee Change Journey and process for transformation currently being developed;</li> <li>• Project to review HR policies and procedures is currently being scoped.</li> </ul>

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<p>Finance</p>	<ul style="list-style-type: none"> <li>• New TOM cost centre structure is now live in ledger with integrity maintained;</li> <li>• Finance Competency Training – draft programme reviewed with HR colleagues for rollout plan to be commenced. Basic finance training and systems training roll out commenced. Finance competency framework is being finalised for implementation 1.4.18</li> <li>• Financial governance approach for budget holders being rolled out to new Directors and Chief Officers.</li> <li>• Workstream to review financial business processes before, during and after implementation of TOM has been fully scoped. Visits to services underway.</li> </ul>
<p>Technology</p>	<ul style="list-style-type: none"> <li>• Human Capital Management – project was reviewed by the Control Boards and Transformation Management Board and has been submitted to the Finance, Policy and Resources Committee;</li> <li>• Digital Pilot: Educations Bookings – project is continuing with the system being demonstrated to a number of staff groups and is being presented to the Strategic Transformation Committee;</li> <li>• Digital Pilot: Parking Permits – project is continuing with the system being demonstrated to a number of staff groups and is being presented to the Strategic Transformation Committee;</li> <li>• Master Data Management – high level roadmap and 3<sup>rd</sup> party deliverables have been completed. Information governance structure is in-situ. To be reviewed at control and management boards in February 2018, in order to progress to phase 2.</li> <li>• Office 365 – full roll out planning has been developed and actual roll out has commenced for initial services, namely business support;</li> <li>• Your Desktop – phase one VDE replacement on track to be completed by end of February. Analysis underway to quantify additional users across the Council.</li> </ul>
<p>Governance</p>	<ul style="list-style-type: none"> <li>• General Data Protection Regulation readiness plan reported to and agreed by the Corporate Management Team;</li> <li>• Scheme of Governance documents presented to Group Leaders and Transformation Management Board and prepared for reporting to full Council on 5<sup>th</sup> March.</li> </ul>

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### Communications and Engagement

**Formal consultation** - launched to discuss the Transitional Structure between 8 November and 28 November. Feedback was incorporated into the wider series of staff engagement events which up to 28 November included more than 108 sessions and involved at least 4505 staff.

**Employee Voice** - the first meetings of the Communication Network took place in November and December to encourage engagement across the organisation with the official launch taking place in January.

#### External / Internal News

- Launched the new Aberdeen City Council website and related internal/external communication, underlining the site's role as a building block for the Council's expanding digital offering;
- Confirmation of the appointment of the Council's digital partner and associated internal and external communications, including through the London Stock Exchange;
- Announcement of the directors recruited to lead the four new functions at the heart of the TOM;
- Announcement of internal advertisements for various Chief Officer posts in line with the Functional Structure approved at Full Council in December 2017.

### Change Controls

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

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Key Portfolio Risks / Issues	
Programme	Description
Target Operating Model	Employee – In implementing organisational change such as the move to interim functional structure, there may be a risk of staff feeling unsettled. In mitigation of this all staff will continue to be included and engaged in the process, so that they can participate in the design of new services and know that their views are being actively considered. An Employee Communication Group has been instigated as part of Transformation engagement.
	Customer/citizen – The need to maintain delivery of “Business as Usual (BAU)” services to customers during the transition to the interim functional structure has been identified. To mitigate risks a robust governance structure has been implemented and during transition BAU performance will be monitored and reported into appropriate governance arrangements.