

HIGHLIGHT REPORT

Transformation Portfolio
Highlight Report

February 2018

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Portfolio Update

Overall the Transformation Portfolio remains on track. A number of deliverables are actioned for completion by the timescale required and 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 in place. The Transformation Team are working with Chief Officers, Service Managers and staff to review data in relation to vacancies, not supported VS/ER, agency usage, in order to realise the post reduction savings which have been agreed as part of the migration to the transitional structure.

Preparations for the Directors' arrival are in the final stages. Job matching to the Chief Officer posts is complete with recruitment to the remaining Chief Officer posts well underway. A fuller update is provided as part of the Workforce Change update in this report.

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.

An implementation roadmap for the Council's "Being Digital" strategy has been developed and is reported to this meeting of the Strategic Transformation Committee for consideration.

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Phase	Deliverable	Status	End Date
Organisational Design			
Target Operating Model	Define Target Operating Model (TOM)	Complete	23/08/2017
	Confirm Tier 1 Structure	Complete	23/08/2017
	Transformation Governance in place	Complete	23/08/2017
Tier 1 Management Structure	Recruit Tier 1 Directors	Complete	01/12/2017
	On Board Directors	In Progress	02/04/2018
Tier 2 Management Structure	Design Tier 2 Structure including service areas	Complete	11/12/2017
	Designed Tier 2 Chief Officer Job Profiles	Complete	11/12/2017
	Recruit Tier 2 Chief Officers	In Progress	30/03/2018
	On Board Chief Officers	In Progress	30/04/2018
Migration to transitional structure	Staff engagement on TOM functional structure	Complete	28/11/2018
	Alignment of services and posts to the transitional structure	Complete	11/12/2017
	Initial Opportunities for Change Identified	Complete	20/02/2018
	Analysis of organisational staff and finance data	In Progress	ongoing
	Communication Plan	In Progress	ongoing
	Implement migration to transitional structure	In Progress	30/06/2018

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Service Redesigns	Outline Business Case – Total Facilities Management	Complete	04/10/2017
	Outline Business Case – Fleet and Transport	Complete	04/10/2017
	Outline Business Case – Assets	Complete	22/12/2017
	Full Business Case – Fleet and Transport	In progress	30/05/2018
	Full Business Case – Assets	Complete	02/02/2018
	Full Business Case – Total Facilities Management	In progress	30/05/2018
Technology			
Digital	Engage Digital Partner	Complete	04/12/2018
	Digital Pilot - Bookings	Complete	02/02/2018
	Digital Pilot – Parking Permits and Fines	Complete	02/02/2018
	Procure Digital Booking Platform	In Progress	ongoing
	Human Capital Management System Approval of Preferred Supplier	Complete	01/02/2018
	Master Data Management Phase 2 – option appraisal	In Progress	ongoing
	Being Digital Roadmap (Subject to Committee approval on 09/03/18)	Complete	02/03/2018
Commissioning			
Third Party Spend	Third Party Spend Report	Complete	02/02/2018

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Programme Updates	
Programme	Description
Customer	<ul style="list-style-type: none"> Corporate Website – Work is continuing to further develop the content and planning as well as publishing arrangements and branding of third party applications; Customer Experience Platform – Additional services are now live in Firmstep (eg roads, street lighting, bulky uplifts etc). This has enabled Lagan CRM to be switched off as planned at the end of February 2018, Further services in development include Accord new applications, complaints, compliments and comments plus MP/MSP enquiries; 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;
Commissioning	<ul style="list-style-type: none"> Financial controls have been re-emphasised and are being monitored by the Finance and Commissioning Control Board; Procurement regulations – these were included in the Governance review which was submitted to Council on 5th March 2018; Implementation plan for delivery of 3rd Party Spend Savings programme of work is in place with workshops and engagement events taking place during March. Formal communications on the plan to start at the ECMT Leadership Day on 7th March.

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Operations	<ul style="list-style-type: none"> • 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; • Total Facilities Management and Stores – further staff engagement to take place and a revised position will be submitted to the Strategic Transformation Committee in June 2018;
Resources	<ul style="list-style-type: none"> • Assets – full business case has been through the Control Boards and Transformation Management Board and approved at the Strategic Transformation Committee; • Business Services drop in sessions planned have now been completed and meetings are being set up to capture detailed processes for in scope staff; • IT/Digitisation workshops have continued to identify process improvement opportunities;
Workforce Change	<ul style="list-style-type: none"> • Director Recruitment - Rob Polkinghorne took up his post as Chief Operating Officer on 1 March and Andy MacDonald begins as Director of Customer Services on 5 March. Frank McGhee, Director of Commissioning will be in post from 1 April. Steve Whyte, as an internal appointment, took up his role as Director of Resources earlier in the year. Induction will take place from 5 – 8 March; • Chief Officer Recruitment – job matching of existing Heads of Service has been completed. Internal recruitment is underway and we currently have three candidates at preferred candidate stage. The external recruitment process is ongoing with the advertising campaign and search commenced 21 February; • Employee Change Journey and process for transformation currently being developed; • Project to review HR policies and procedures is currently being scoped;

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<p>Finance</p>	<ul style="list-style-type: none"> • New TOM cost centre structure is live in ledger, finance team are undergoing familiarisation sessions in preparation for consultation with budget holders; • PECOS supplier is visiting 13th March to firm up action plan for the changes to purchase order workflows required; • Suite of reports for new structure is being developed; • New leadership team development day on 7th March will cover financial governance, stewardship, and begin to develop future budget process, this will be followed by Chief Officer induction sessions; • Visits to services to review financial business processes before, during and after implementation have taken place;
<p>Technology</p>	<ul style="list-style-type: none"> • Human Capital Management – project was approved by the Finance, Policy and Resources Committee; • Digital Pilots – project is progressing to the procurement stage; • Master Data Management – high level roadmap and 3rd party deliverables have been completed. Information governance structure is in-situ. The “Being Digital Implementation Roadmap”, presented to this Committee seeks approval to finalise the specification and carry out an option appraisal prior to procurement; • Office 365 – full roll out planning has been developed and actual roll out has commenced for initial services, namely business support. The acceleration of the roll out to realise business benefits is included within the “Being Digital Implementation Roadmap”; • Your Desktop – phase one VDE replacement on track to be completed by end of February. Analysis underway to quantify additional users across the Council;
<p>Governance</p>	<ul style="list-style-type: none"> • Scheme of Governance documents finalised for reporting to full Council on 5th March; • Training Schedule in place for Elected Members, external members and officers; • Engagement meetings underway with third tier managers moving into Governance Function.



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Communications and Engagement

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

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Employee Voice - the Employee Communication Network was officially launched in January. Over 50 employees expressed an interest in joining the network with around 30 remaining actively involved. Members have been allocated 'patches' (locations) as their area of responsibility. As well as regular meetings to ensure members can keep their patch updated, a dedicated space has been set up on the Ideas Hub where members can share information, post questions and provide feedback from their teams.

Comms/ Engagement approach through Transition –

- **Comms/ engagement template** has been developed for planning and recording communication and engagement activity in order to ensure future cases for change and business cases have a specific and trackable comms and engagement plan attached to them.
- **Managers briefing pack** is being created to ensure managers are informed about and prepared for their role in the next stages of transition to the interim structure.
- **Employee Network** – regular briefings are being held with the Engagement Ambassadors to ensure they are also aware of the next stages of transition

Transformation Zone has been revamped to make it easier for staff to access latest news about the transformation programme; a dedicated section 'true or false' has been added where staff can post 'rumours' or concerns they have and receive responses direct from the Transformation Team.

External / Internal News

- Communications on the decisions made at the Strategic Transformation Committee on Feb 9
- Announcement of the on boarding of the new directors in March
- Internal Announcement regarding the release of the budget papers for 2018/2019
- Announcement of the successful internal applications for Chief Officer posts in line with the Functional Structure approved at Full Council in December 2017.
- Communications support for the recruitment campaign for senior leadership roles within the Council
- Updates on the Business Services review for staff involved