



Transformation Overview

Audit Committee

November 2019

Andy Palmer

Head of Transformation



Transformation Outcomes



To redesign our services from the outside in, meeting customer needs at a reduced cost to the Council



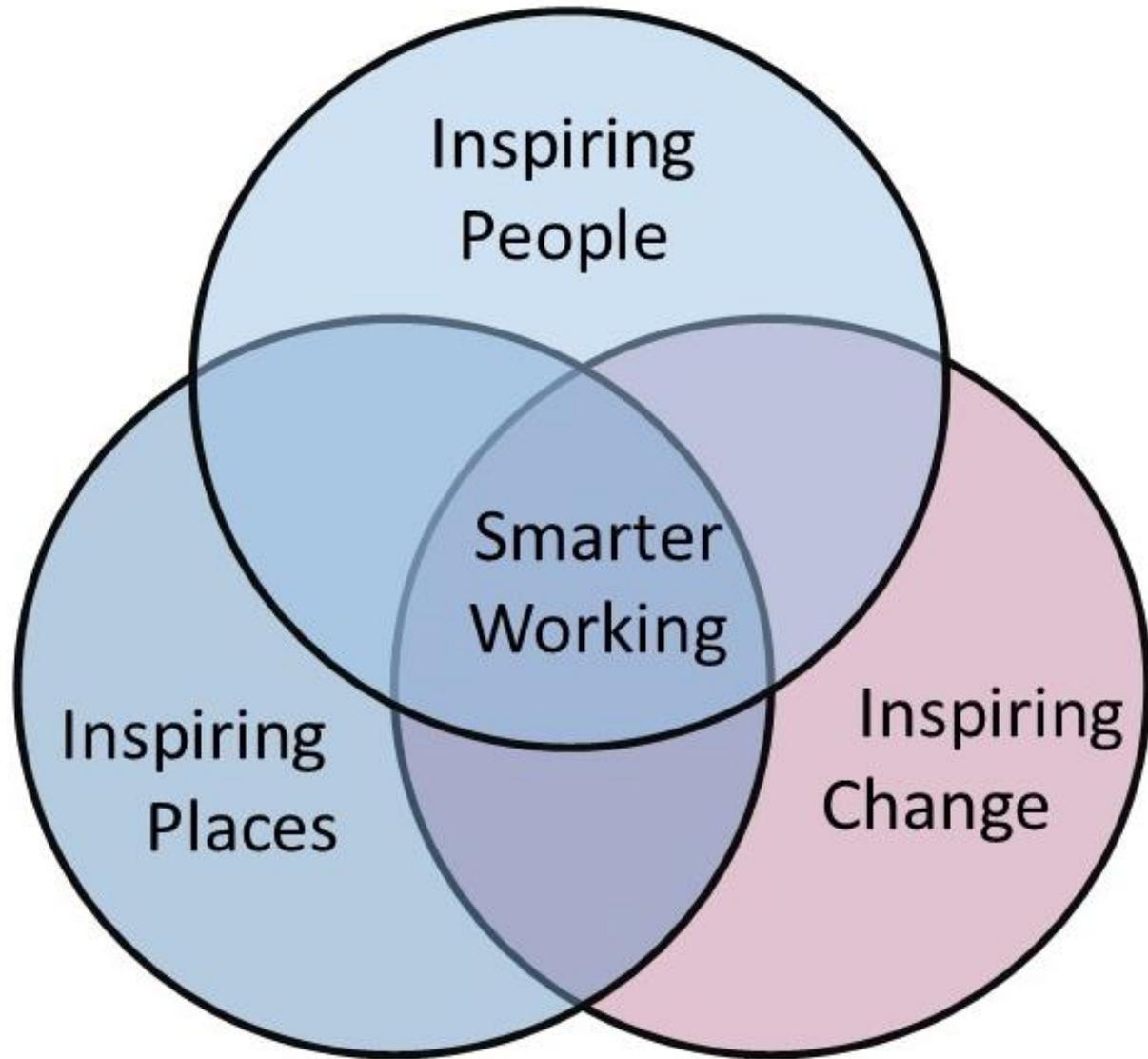
To help our communities to be resilient and self-reliant



To move our partnerships from good to great



To become renowned for our skilled and flexible workforce and our employee engagement.



Inspiring Change

- Invest in new IT systems throughout the Council
- Empower people to modernise and simplify business processes
- Redesign services in localities to meet community needs
- More commercial activity to support social objectives



Inspiring People

- Council wide investment in staff training and development
- Review the Council's HR policies and procedures
- Adopt the new values and behaviours
- People empowered to be advocates of change
- Identification of talent and succession planning



Inspiring Places

- Develop a new Headquarters in Durham City
- Modernise and refurbish the Council's strategic sites
- Introduce more flexible ways of working
- Remove the reliance on paper based process and increase the use of technology
- Review the Council's entire property portfolio consolidating services wherever possible



Transformation Programme 2019

- Planning permission granted for new HQ in Durham City
- Works on site for HQ, piling starts December 2019.
- Significant progress in modernising Council buildings. Crook office open for business, Green Lane Phases 1& 2 open.
- Smarter working sessions held across the Council to prepare staff for new working environments and efficient ways of working
- SSID replaced in Children's Services with Liquid Logic informed by end to end process reviews
- Replacement of SSID in Adult Services with Azeus underway
- Greater focus on digital customer led services, and examples of new commercial services and sustainable income generation
- Unitised Business Services from April 2019
- Cultural change values and new behaviours identified by Transformation Board, EMT, Strategic Managers & staff survey
- Roll out of new systems, Office 365, Resourcelink, Business Intelligence

INSPIRING PEOPLE

Business Services

Completed during 2019

- Circa 800 posts unitised under Head of Transformation
- Strategic manager recruited
- Information and drop in sessions held across the County.
- Restructure consultation commenced with Tier 5 managers.
- Progression of ER/VR Business Cases, where appropriate.
- Business Services reviews to facilitate ERVRs and vacancies (11 key reviews, with a further 10 sub reviews within Meadowfield Business Services).
- Process improvements including digital mail, Executive Support processes, ordering, travel and stationery

Smarter working staff sessions

- Sessions to develop smarter working / team agreements, held with: Public Health, Legal and Democratic Services, Strategy, People and Talent Management, AHS Finance, Partnerships and Community Engagement, Adult Care, OP/PDSI & CDC, Blue Badge OT & Admin, District Nurses, Shared Lives, Housing Solutions EMT, Revenues and Benefits, Planning EMT, Transformation, Funding and Programmes, Comms and Marketing, Support and Recovery, North Locality Learning Disabilities Team, Care Connect.
- Upcoming sessions to be held with: Finance and Transactional Services, Strategy, Social Care, Corporate Property and Land, Sedgefield Locality Team, Learning Disabilities Integrated South – Specialist Health Team – Health Facilitation Team, Principal OT's, Real EMT.
- Transformation team are planning the rollout of smarter working for teams, and have involved colleagues in ICT and O365 to ensure a joined up approach.

HR progress

Planning for the future

Workforce Planning Trials

- Work has commenced in Culture and Sport, and Environment Health and Consumer Protection to undertake workforce planning using the new framework.
- To be extended out to other service areas.
- Will address future planning required and interventions to address key risks.

Developing our Leaders

- Managers specific PDR (Inc. corporate responsibilities).
- Leadership programme underway
- Survey of all managers undertaken (value of PDR, key skills, future development requests).

HR progress

Developing our Workforce

- Workforce Development plan with key milestones for the whole system development.
- Core employee programmes underway.
- PDR roll out now with core workforce.
- Utilising apprenticeship levy to upskill workforce where possible.
- Service development plans
- Review of induction and evaluation underway
- LMS under development / build for whole cycle.

Being a Good Employer

- Health and Wellbeing action plan underway.
- Valuing our employees strategy and action plan agreed.
- Long service proposals in development.
- Reasonable adjustments disability passport approved
- Domestic Abuse Charter in development.

INSPIRING PLACES

HQ

Update

- Space for 1000 staff, 700 workstations
- Enabling Works - completed.
- Main Works - commenced 9 September 2019; complete 3 September 2021.
- Hoardings installed, earthworks underway, piling to commence end of October 2019, site compound installed.
- Common Land - consultation response issue 28 October 2019.
- Communications team addressing matters.

HQ Site Progress

25 October 2019:



Social Value

- Kier Property have a contractual obligation to address Social Value.
- Targets have been set for various areas to increase local spend, training opportunities, meeting with education providers, appointing local companies, for example:
 - Recruit 6 employees who were not in employment, education or training (NEET).
 - 200 hours of local school and college visits.
 - 200 weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC).
 - 500 weeks of apprenticeships.
 - 100 hours dedicated to supporting young people into work.
 - 10 weeks of unpaid work placements or pre-employment course and one 6 week or more paid internship.
- Initial Meet The Buyer event held April, follow up to arrange December 2019/January 2020.
- Regular Meetings between Kier and DCC to monitor Social Value Targets.
- Kier Supported DCC Commercial Services Showcase Event (October).
- Currently in talks with 13 local schools.
- One NEET (Not in Employment, Education or Training) appointed (Gate Keeper) so far.

Strategic Sites

Spennymoor Strategic Site

- Phase 3 has commenced – construction to be completed by 1 May 2020.
- A solution has been implemented to address the window glare issue.

Next steps

- Tender returns and orders to be placed for future phases.
- Phase 5 Architectural drawings to complete.
- Phase 4 mechanical scheme to be completed. Asbestos must be removed from ceiling void to allow survey to be undertaken. Phase 5 to follow.
- Phase 5 electrical design to complete.
- Team agreements to be completed with teams who moved in Phase 1 and to be started with teams moving in phase 2.

Seaham Strategic Site

- Programme to be finalised upon completion of feasibility; currently looking at completion in May 2020.

Meadowfield Strategic Site

- Alternative options are being considered for Meadowfield.



12 elements of workplace design

1 Da Daylight	2 Co Connectivity			
3 Sp Space	4 Ch Choice	5 In Influence	6 Cn Control	7 Re Refresh
8 Se Sense	9 Cf Comfort	10 Ic Inclusion	11 Wa Wash	12 St Storage

A productive workplace enables people and teams to perform at their best by being:

Healthy – supporting and improving individual wellbeing at work

- A safe and secure environment
- Active design features that encourage movement
- Ergonomic furniture supporting a range of work styles
- Comfortable light levels with access to natural light
- Connection with nature through natural materials, views, green spaces and artwork
- Optimum indoor air quality and temperature range
- A clean and tidy environment
- Access to good nutrition and hydration

Efficient – making good use of space, time and information

- Efficient access, entry, exit and navigation
- Minimal time spent looking for spaces, people, information or services
- Optimum use of available space through ongoing review of performance and utilisation
- High levels of service with responsive and effective day-to-day and strategic management

Effective – enabling people to do their work well

- A variety of spaces match the work styles of the building's users
- Sufficient quality space for concentration and contemplation
- Spaces for planned and incidental communication and collaboration
- Shared amenity areas and events support ad hoc working, recharging and collaborating
- Technology and other resources enable flexible access to, and sharing of, information
- Appropriate choice in the selection of the right place and conditions in which to work
- Acoustic and visual control enables effective use of each workspace

Engaging – a desirable destination that looks and feels like a great place to work

- A high-quality people-centric experience through design, space, technology and services
- Supports a sense of belonging and community
- Reflects the corporate brand, culture and values
- Supports life at work with amenities, services and conveniences

INSPIRING CHANGE

Business Process Reviews

Lean Six Sigma: DMAIC



DEFINE

Define the problem.



MEASURE

Map out the current process.



ANALYZE

Identify the cause of the problem.



IMPROVE

Implement and verify the solution.



CONTROL

Maintain the solution.

Process reviews

- Service reviews are being undertaken on business cases to (a) facilitate the savings and ER/VR requests required in Business Support (b) to progress the list of recommendations from PWC.
- Reviews include:
 - SEND, Looked after and Vulnerable Groups Case Work (3 in progress, 6 to commence next year).
 - Supervised contact.
 - Early Help.
 - Aycliffe Secure Centre.
 - Synergy.
 - Business Services reviews to facilitate transfer to First Contact.
 - Business Services reviews to facilitate ERVRs and vacancies (11 key reviews, with a further 10 sub reviews within Meadowfield Business Services).
 - Business Services reviews to facilitate modernisation e.g. digital mail room.
 - SEND and Inclusion Transformation Project.
 - Aycliffe Transitions Unit.
 - Timesheets for non standard working hours.
 - Assessments.
 - Durham Safeguarding Children's Partnership.
 - Adult Safeguarding – triage.
 - Durham LADO Review.
 - Residential Care Homes – bringing onto Liquid Logic.

SEND and Inclusion

Public Consultation on SEND and Inclusion

- 3 month public consultation launched 17 July and closed 17 October 2019.
- Findings of consultation and recommended actions to be presented to Cabinet on 11 December 2019.

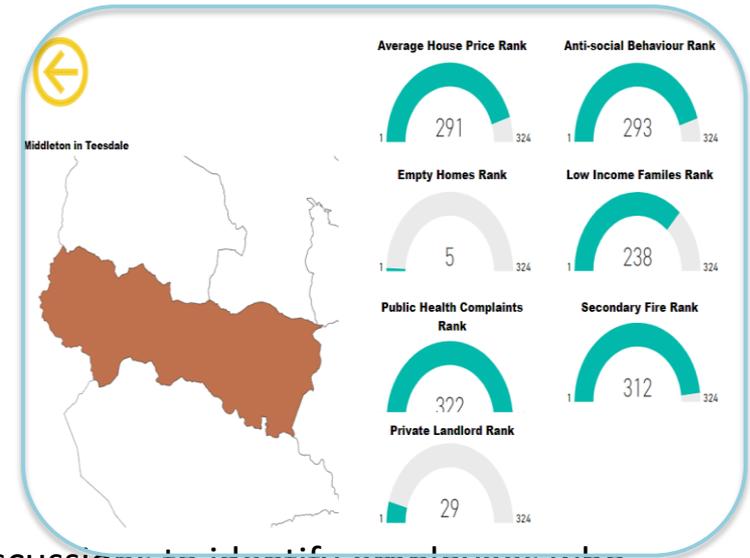
Funding pressures on High Needs Block (HNB)

- Updated report taken to Schools Forum on 24 October 2019 on forecasts for HNB spend and deficit, updated information about HNB funding allocation and feedback from consultation with schools.
- On 11 October 2019 the Government announced provisional HNB funding figures for 2020/21.
- Further work on efficiencies is due to be reported to Cabinet on 11 December 2019.

Inspiring Change – Business Intelligence Programme

Current Position

- Establishing programme to support BI job functions.
- By retrieving, organising, analysing and interpreting data to reach meaningful conclusions, in addition to taking responsibility for its accuracy and security, and creating both self-service and bespoke analytical reports and visualisations to provide clarity and aid decision-making.
- Identifying local providers which are part of the government procurement framework.
- Developing skills assessment framework and holding discussions to identify employees who could benefit from the programme.

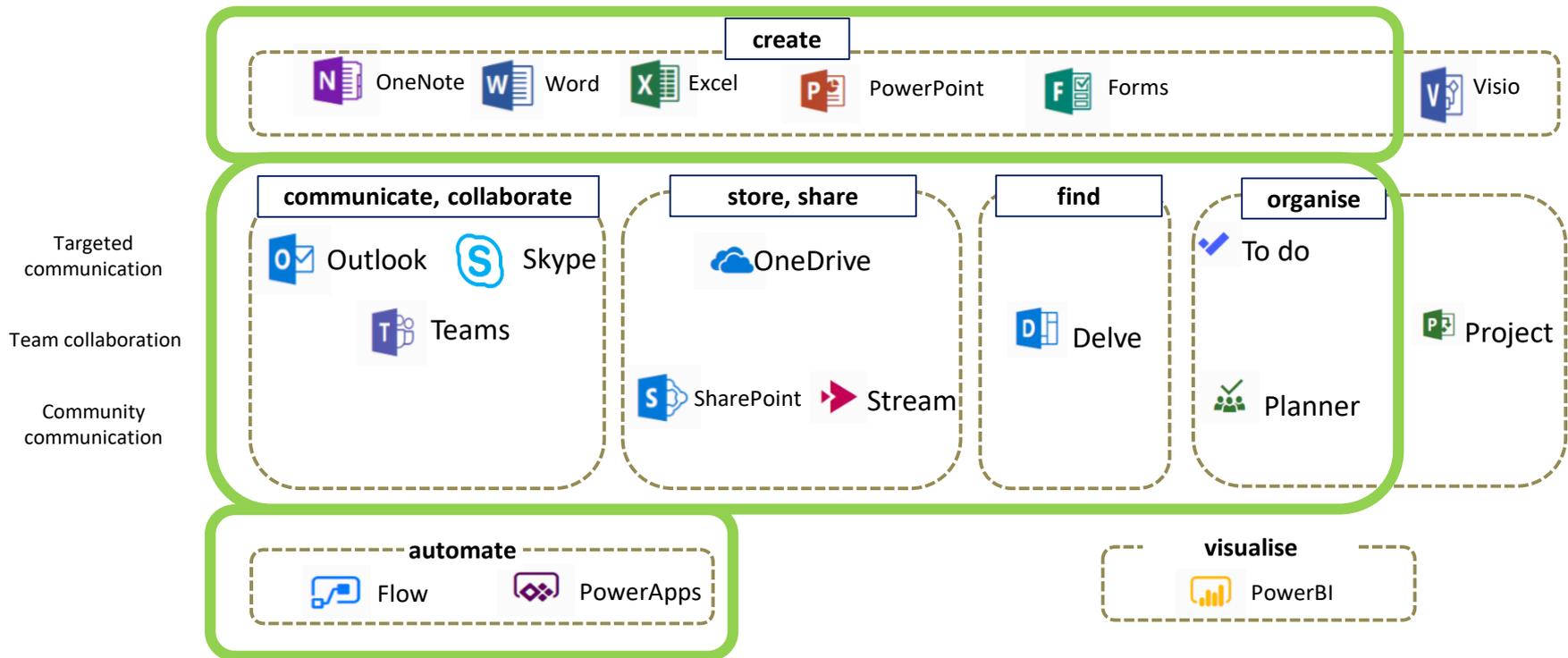


Next steps

- Complete pilots.
- Finalise proposed skills framework.
- Develop BI technical platform through ICT.

Office 365

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Digital Customer



140,000 customer accounts



52% of service requests are carried out online (approx. 185,000 per year)
31% telephone, 12% face to face and email 2.3%



47,000 customers providing us feedback on our online services a year



81% of customers give our online services 4 or 5 stars (61% 5 stars, 20% 4 stars)



Over 700 customer satisfaction surveys each month



75% satisfied with overall service delivery (52% very satisfied, 23% satisfied)



68% satisfied with overall time taken (48% very satisfied, 20% satisfied)



Over £1m of efficiencies identified

Conclusion

- Integrated programme of change underway.
- Renewed focus on Organisational Development being implemented through cultural change and learning and development.
- Investment in new digital systems, with an increasing number of services available on-line.
- Renewed business processes and programme of reviews in the pipeline.
- Smarter Working through revised working practice, HQ and premises modernisation.
- More efficient and effective Council