



Post Transformation Change and VFM

Audit Committee

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Purpose and Format

Purpose

- To Inform Audit Committee of the council's approach to planning, performance, delivering major projects and change to help secure VFM

Format

- History of previous transformation programme
- Progress against original programme
- Current Approach
- Performance Framework
- Major Projects Assurance
- Business Intelligence
- Conclusion

Transformation Background

- Took a programme approach to provide the best services with the resources available and build a Council “Fit for the Future”
- Four Transformation Objectives:
 - Redesign our services to better meet customers’ needs at reduced cost to the Council.
 - Help communities become more self-reliant and resilient
 - Move our partnership working from good to great
 - Become renowned for our skilled and flexible workforce and our employee engagement.

The three interlinking elements

Inspiring People

- New Council values to drive behavioural change
- Programme of employee engagement, empowerment and innovation – Change Champions
- Investment in digital skills, promote Smarter Working
- Invest in Organisational Development and refresh of HR policy and practice

Inspiring Places

- Created Inspiring, Smarter Working environments to improve productivity, flexibility and collaboration
- Built a new HQ, redevelop Aykley Heads for jobs and investment
- Shared space and greater collaboration across public services
- Consolidate the Council's portfolio of property and rented space

Inspiring Change

- Lean business process reviews, processes redesigned through staff engagement from the service users' perspective
- Digital by default, Data Insight and Business Intelligence,
- Commercial practices to support social outcomes
- Review locality working, managing demand at source

NB: PWC Potential saving opportunities were thought to be over-optimistic and savings targets assumptions were to be tested

1



Digital Customer & Demand Management - Actively use customer insight and analytics to manage demand more effectively and provide services in more cost effective ways through reducing avoidable contact, channel shift and broader digitisation. Simplified, workflowed processes are a necessity.

2

Digital Workforce - Inspire programme is underway to design new ways of working for staff at Durham. The Council now has the opportunity to digitally enable all your staff - whether they be front-office, back-office or direct facing.

2a



Business Support - Opportunity to professionalise and rebrand the function, including a move to 'hub & spoke' model, standardisation of service menus, digitalisation and self-service.

2b



Strategic Support - Rationalise reporting requirements and teams using tools such as Enterprise BI. Reduce the number of projects and projects resource.

2c



Management and HR - opportunity to standardise processes, move to greater self service; reduce spans and layers across the Council and strategic focus HR to support the transformation

2d



Mobile working - Corporate approach to mobile working - i.e. mobile by default. Eliminate duplicate processes and paperwork.

3



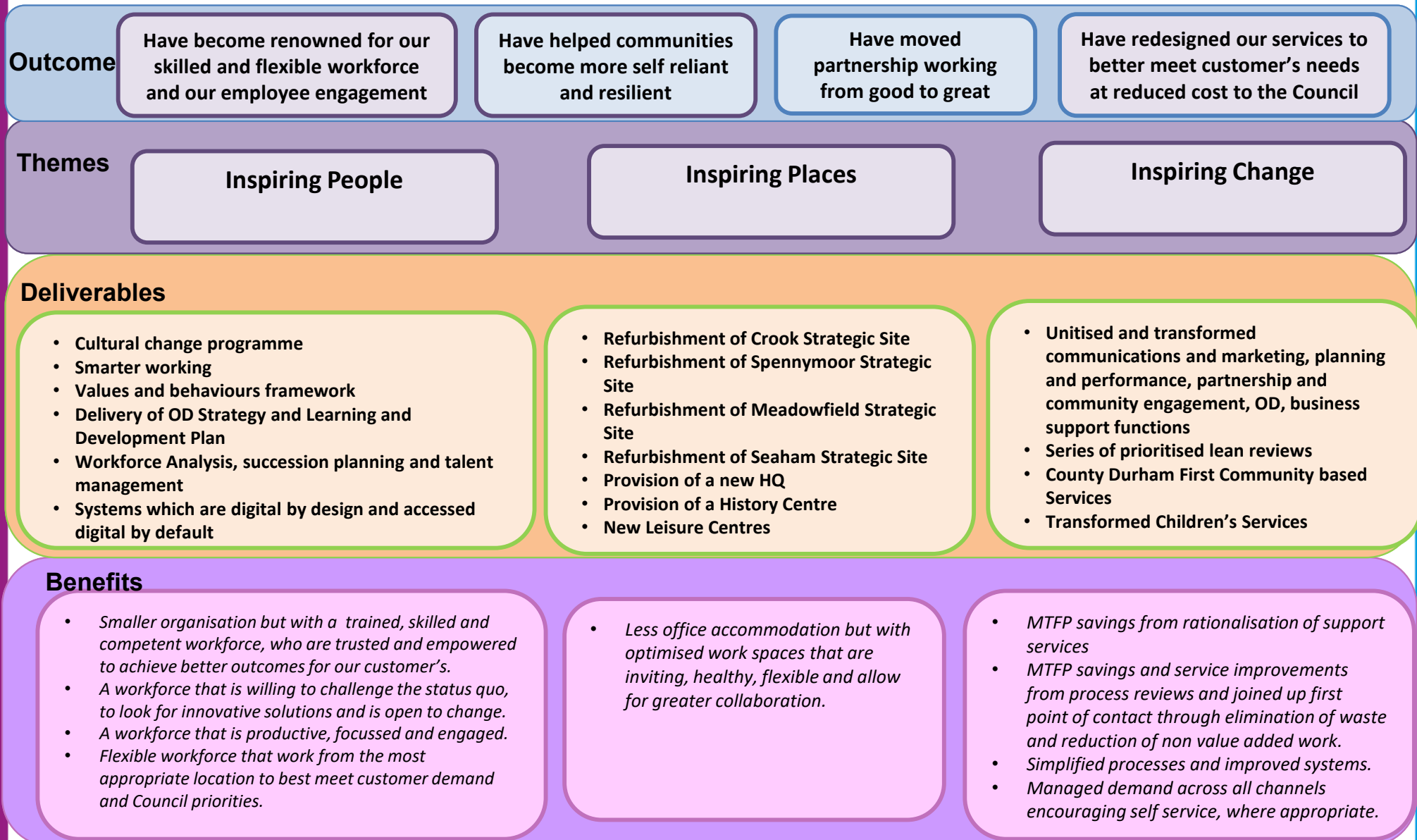
Sourcing - Opportunity to review approach to soft and hard facilities management. Also consider end to end effective contract management enabled by technology, organisation capability and performance management.

4



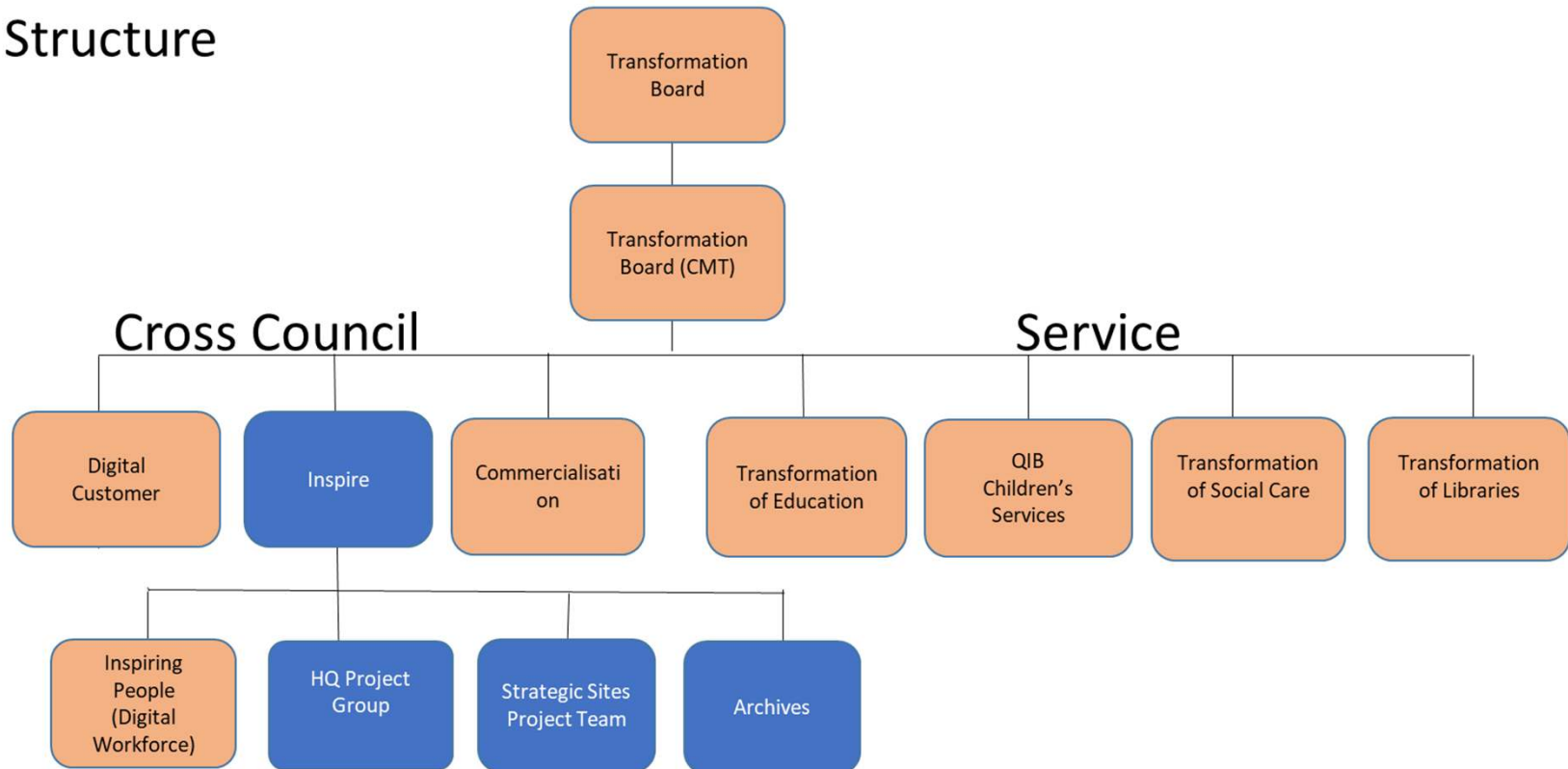
Commercialisation - Advertising and sponsorship; greater use of assets; regional mortuary and funeral directors; bundling of currently traded services to provide more consistent and united offering of greater value.

Transformation Programme 2017-2022



Original Governance

Proposed Structure



Benefits Delivered

Note – Benefits Delivered Including through Covid period

Inspiring People

- OD Strategy and workforce learning and development plan
- Vision and Values embedded throughout the organisation
- People have the digital skills and equipment to work in a hybrid environment

Inspiring Places

- Inspiring Places – Refurbishing of Crook, Green Lane and Meadowfield. Capacity prior to refurbishments was 1,109 and is currently 1,834 rationalising office accommodation needs..
- History Centre underway.
- Ability to respond to changing needs in an agile way – resulting in a new dispersed staff model after the sale of The Sands. Plots C and D agreed.

Benefits Delivered

Inspiring Change

- Liquid Logic and Azeus Social Care Case Management Systems now embedded within the Services and being used extensively, reducing the need for administration
- E-Enabled ResourceLink including migrating staff from paper payslips to electronic (non financial and financial benefits); Absent management processes, onboarding, My View dashboard.
- Integrated Customer Services Model developed, ensuring staff offering a telephony service to members of the public are on the same telephony platform and introduction of ECKho technology.
- Unitisations of Comms and Marketing, followed by Policy, Planning and Performance.
- Unitisation of Business Support resulting in significant MTFP savings (£2.15m) delivered with a further £200k anticipated from April 2023/2024.
- Sustainable Income through Increased commercial activity.

VFM - Current Approach

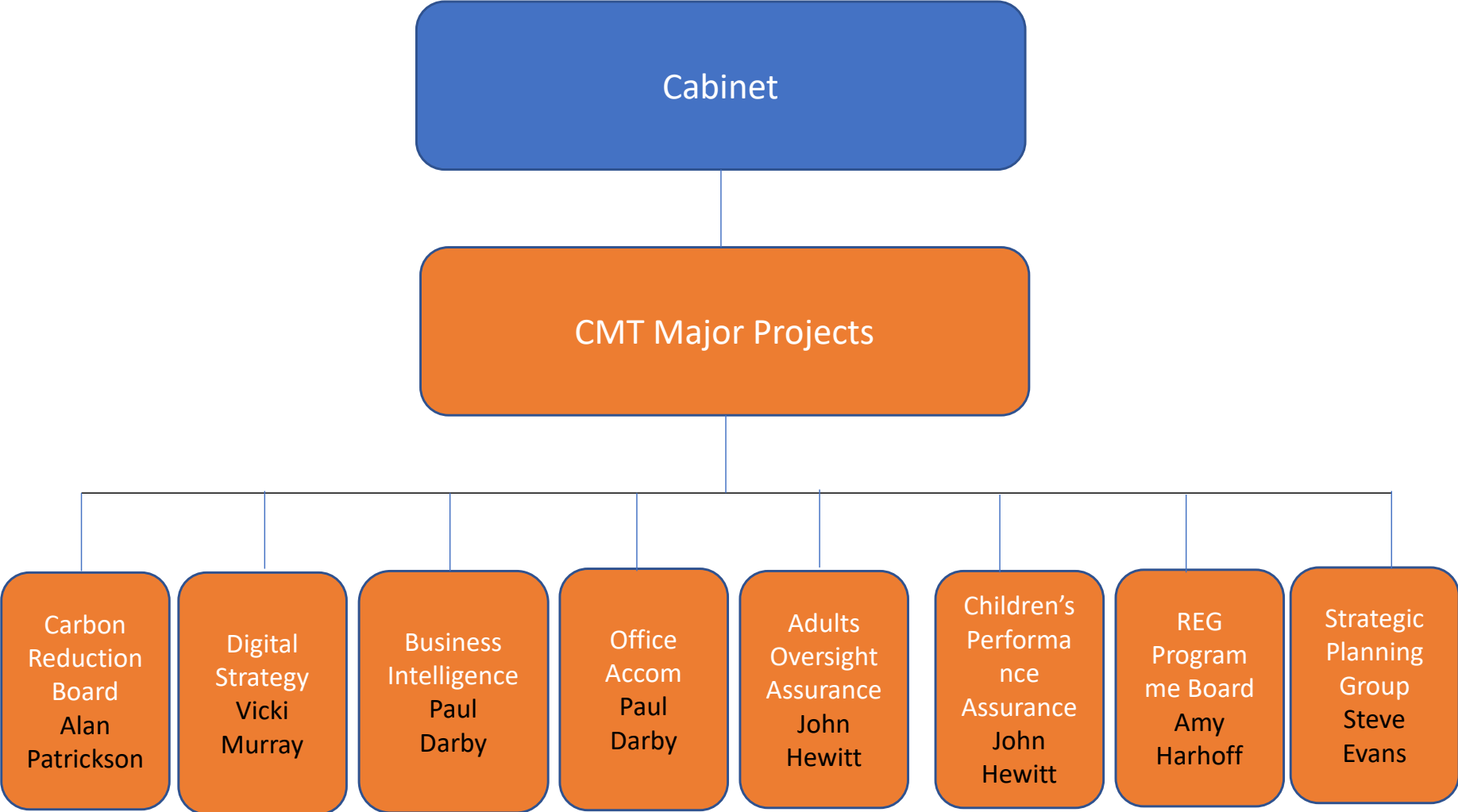


Strategic Core

Ensuring 'proper arrangements to secure the "3 E's" of VFM - **Economy, Efficiency and Effectiveness**

- **County Durham 2035** – sets out how DCC will work in partnership to deliver improved outcomes
- **Council Plan** – refreshed annually focus on priority actions over the same time period as the MTFP
- **MTFP** – reviewed annually and developed with CMT & EMT
- **Service Planning** – Plan, do, review undertaken annually with focus on actions for coming 12 months
- **Intelligence & Prioritisation** – Data driven approach and assessment of needs
- **Workforce development** – programme to enable transformation
- **Performance Monitoring** – Corporate framework tailored to meet service specific needs
 - Regular performance reporting processes in services
 - Quarterly performance reporting linked to Council Plan – Cabinet and thematic scrutiny Boards
 - Focussed “deep dive” activity
- **Qualitative review** – e.g. Ofsted & CQC inspections

Governance



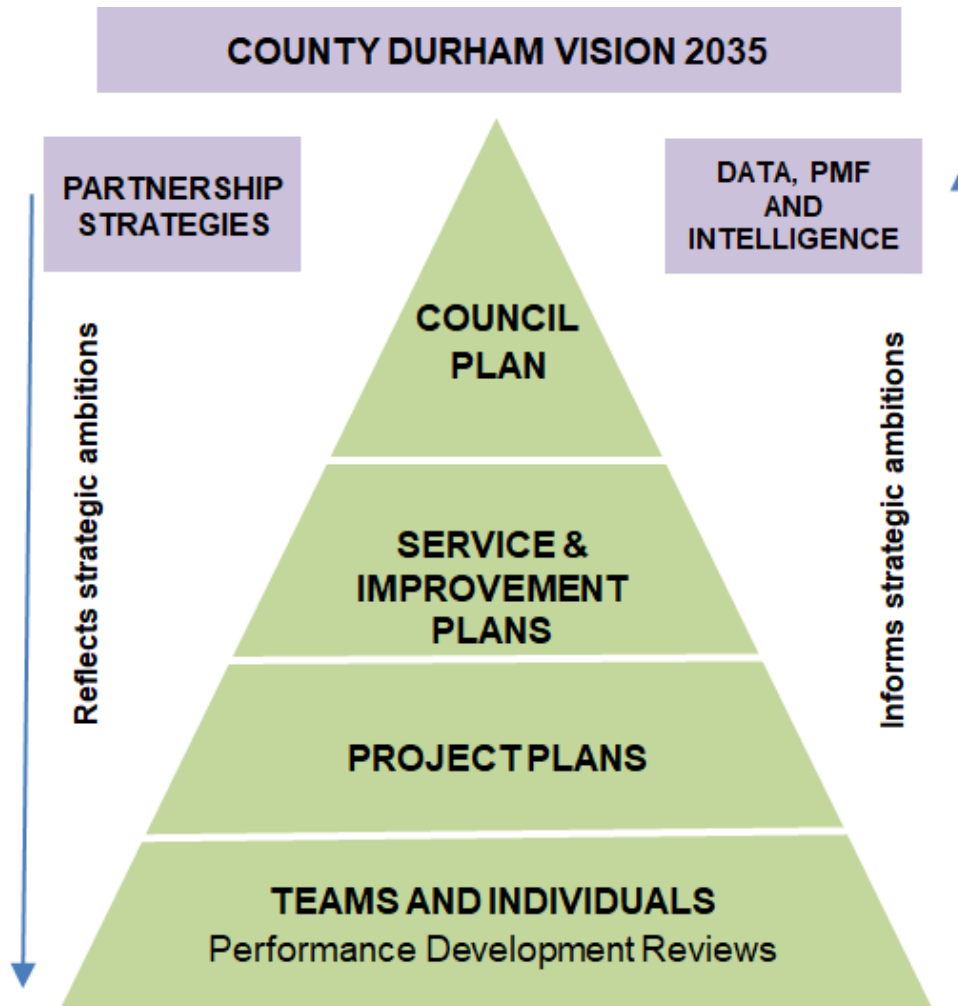
Current Approach to Strategic Planning and Value for Money



Council Plan Objectives and Major Strategies

Council Plan Objective	Key Strategies
Our Economy	Inclusive Economic Strategy, Local Transport Plan, County Durham Plan
Our Environment	Climate Change Strategy and Emergency Response Plan, Ecological Emergency Action Plan
Our People	Joint Health and Wellbeing Strategy, Growing Up in County Durham, SEND Strategy
Our Communities	Housing Strategy, Towns and Villages Strategy, Safe Durham Plan
Our Council	Medium-Term Financial Plan, Workforce Strategy, Procurement Strategy, Digital Strategy

Council Performance Management



- Council Plan & aligned MTFP
- Detailed Service & Improvement Plans aligned to service budgets
- Major Project Plans
- Major Projects Assurance through Boards
- Quarterly assurance report to CMT
- Quarterly Performance Reports to CMT, Cabinet and Scrutiny
- Supported by Transformation and Performance Teams

Workforce Transformation

Workforce Priorities

The priorities in our Workforce Strategy act as enablers to transform our people and services by developing and putting the right transformational people practices in place

PRIORITY 1: Planning for the future and refocusing our workforce

- Evidenced based workforce decision making, planning and delivery supported by accurate workforce data and insight
- Workforce plans for each of our services to address current and future workforce needs
- Strong succession planning and talent management strategies to help us 'grow and develop our own employees'
- Developing modern HR practices & approaches which will enable us to transform what it is like to work for the Council and how we manage the organisation

PRIORITY 2: Building leadership capacity and culture change

- Investing in our leaders and managers to be the best and to inspire and empower employees
- To develop a model of leadership which is conducive to leading flexibly in a modern organisation
- Embedding our values in everything we do
- Creating a supportive and inclusive working culture where employees thrive and perform

PRIORITY 3: Developing our workforce

- Giving all employees the opportunity to develop and grow to achieve their full potential
- Ensuring our employees have the right skills to support them in their roles and to deliver high quality services to our communities and build a council for the future
- Building learning and development into everyday work
- Focusing our programmes on critical skills and competencies for the future
- Enabling accessible & easy access to learning and development by a one stop shop/ blended learning offer

PRIORITY 4: Being a good employer

- Attracting and retaining the best talent through a branded employment offer, creating a great place to work and being an employer of choice
- Investing in new and flexible ways of working to develop an agile workforce
- Valuing our employees through effective employee engagement and recognition, a range of employee benefits and encouraging ideas and innovation
- Ensuring employees are supported through a holistic health and wellbeing approach

Deliverables – Workforce Transformation Initiatives

Our deliverables over the last few years provide a fantastic platform for us to build on.



Current Change Programme & Projects

Major Projects in Council Plan overseen by CMT

Major Projects and Service Improvements

- Devolution
- Humanitarian Support
- Home to School Transport
- Review of Education
- Ayckley Heads
- Millburngate
- Durham City of Culture
- Stanley CAP
- DLI refurbishment
- The Story (History Centre)
- Leisure Centres
- Towns and Villages
- Libraries Review
- Bishop Auckland Town Centre
- Stronger towns fund programme
- Council house build
- Waste Contracts

Cross Council Change Programme

- Digital Insight / Business Intelligence
- Office Accommodation
- Digital Strategy & Skills
- Intranet Review
- Unified Comms
- County Durham Together
- AAP Review

Future VFM Development Areas

Qualitative Assurance

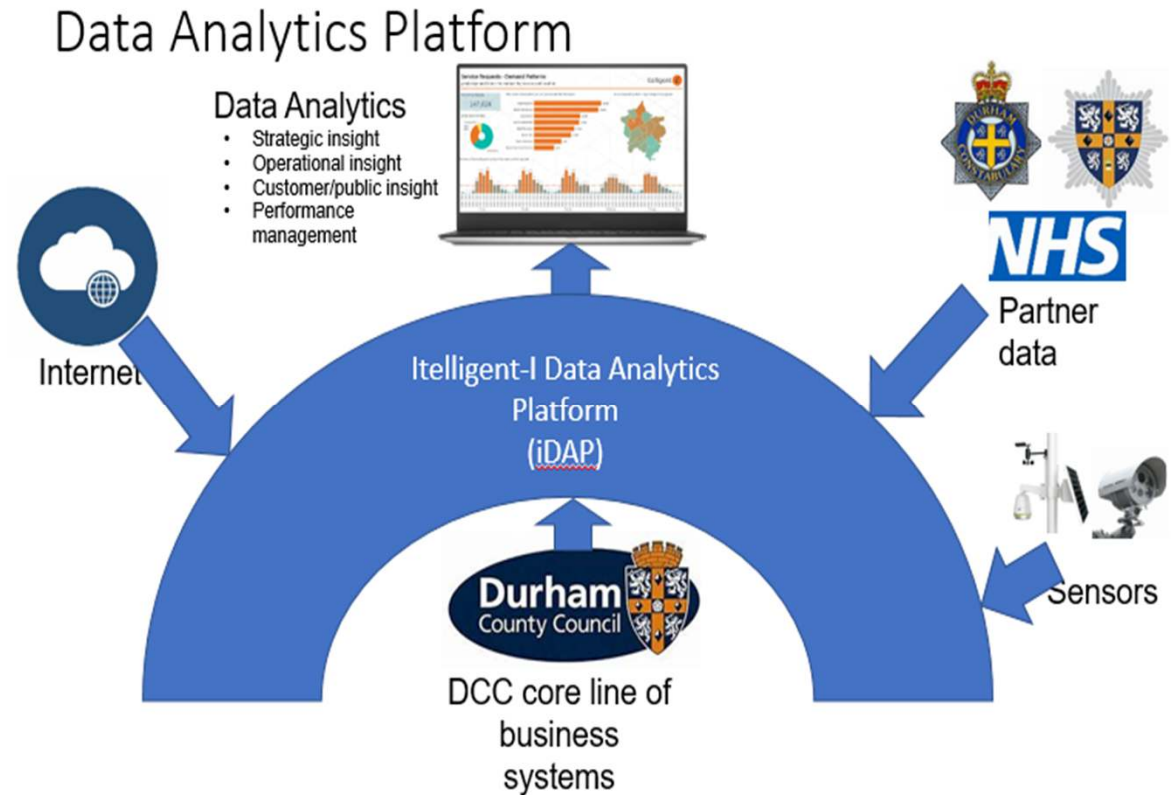
- Adult Social Care assurance framework – CQC inspection
- Office for Local Government (Oflog)

Evolution & Development of Current Processes

- Data Driven Approach – Using data as a corporate asset
 - BI Project
 - Customer access
 - Upstream demand management
 - Service design
 - Spend
- **Greater integration of Service Planning & MTFP** – joining up spend and performance plans in a multi year format

Improving VFM through Business Intelligence

- Council has invested in a new Business Intelligence system
- It will join up Council Systems and later Council and partners systems
- Joined up real time performance and finance data in one place.
- Better targeting of resources and services
- Managing and predicting demand



Conclusions

- Track record of sustainable finance, strong performance and business development over many years
- History of strong external audit statements of councils approach to delivering Value for money
- VFM now integrated into more robust and joined up Performance Management, MTFP and Project Governance arrangements
- Governance through multi disciplinary, monthly Boards and quarterly CMT assurance meetings.
- Future improvements through joined up digital data and better insight analysis.
- Previous Transformation Programme largely completed
- Working Practice changed across the whole Council (not just Inspired Sites) due to Pandemic