



Transformation Overview

Audit Committee

29 November 2018

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Head of Transformation



Objectives

- Have redesigned our services to better meet people's needs at reduced cost to the Council.
- Have become renowned for our skilled and flexible workforce and our employee engagement
- Have helped communities become more self-reliant and resilient
- Have moved our partnership working from good to great

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 so far

- Cabinet Member for Transformation
- Series of process reviews and replacement SSID in both Children's and Adult Services underway,
- Greater focus on digital customer led services, and examples of new commercial services and sustainable income generation
- Slimming down strategic core, unitised central services
- Cultural change values and new behaviours identified by Transformation Board, EMT, Strategic Managers & staff survey,
- New approach to organisational development, training and skills development workforce planning, and apprentice programme underway
- Cabinet decision to vacate Aykley Heads and build new HQ in Durham City
- Significant progress in modernising Council buildings and progress in more efficient mobile ways of working. Crook office open for business.
- Internal Council processes analysed working with staff across the Council to identify improvements.

Inspiring Change Projects

- Council wide review of Business Support.
- Programme of business process improvement reviews.
- New Council wide ICT systems, Office 365 and ResourceLink.
- Implement new Liquidlogic system in Children's Services with new business processes.
- Review processes in Adult Health and Social Care ahead of SSID replacement (Azeus).
- Review of performance management, digital business intelligence and customer insight systems.
- Review of area based services against community needs.
- Property and asset review, one public estate.
- Health and Social Care Integration.
- Sustainable income through increased commercial activity.

Inspiring People Projects

We are doing this through:

- Promoting values of: being outcome focused, people focused, empowerment and innovation.
- New behaviour framework and training
- Renewed focus on training development.
- Digital HR systems and a review of all policies.
- Expand the Council's apprentice programme.
- Digital and mobile working practices.
- Cultural audits and team agreements for new ways of working
- Over 350 Advocates for Change to promote transformation in the workplace.

Inspiring Places Projects

- HQ move to vacate Aykley Heads for investment and redevelopment, locating 6,000 high quality jobs.
- Develop smaller new HQ at Freemans Quay on Sands Car Park
- Strategic Sites modernisation (Crook, Spennymoor, Seaham, Meadowfield).
- Profiling of teams, reduction of storage and preparation for new ways of working
- Refreshed organisational fit to promote greater collaboration of teams and services.

Inspiring Change – Coming up

Digital Customer – Other projects

- Integrated Customer Service Model continues.
- Service based locality model continues.
- Point of Sale (Culture & Sport) system procurement commenced.
- Eckho telephony voice recognition pilot commenced.
- Digital consultation closes 25 November 2018.

Coming soon

- Members Portal.
- Register an interest on line.
- Animal licences on line.
- Economic development forms online.
- Taxi licenses online.
- Trade waste system implementation.
- Pest control commercial on line.
- Online appointments.
- Procurement Initiation Request Form.

Inspiring Change – Coming up

Children's Social Care Transformation – Liquidlogic

- The Liquidlogic 'Go Live' date is 1st February 2019
- An extensive staff training programme has started including e-learning and classroom based learning.
- A detailed plan for the 'Go Live' period is being developed with each part of Children's Social Care and Early Help.
- The final round of system testing starts in late November 2018 - it provides a final opportunity to check the system meets staff needs and the accuracy of the data migration.
- Automated Performance Reporting is being developed with Corporate Performance Team. External expertise is also being sought to assist this work.
- A parallel run has been undertaken to compare the payments made through Liquidlogic with those made through SSID.
- Planning for Phase 2 (online portal, mobile working, online foster carer payments) is ongoing.

Inspiring Change – Coming up

Business Support Project

- Alignment of staff into new service.
- Service offer and permanent structure.
- New processes and efficiencies

Business Intelligence –Performance Management Framework

- Improvements underway:
 - Monthly Scorecard for Children’s Social Care.
 - Weekly Exceptions email for Children’s Social Care.
 - Real-Time Management Information portal.
- Work with key service areas to consider opportunities to streamline processes, reduce waste and linked efficiencies.

Inspiring Change – Coming up

Commercialisation - Recent commercial activity approved

- Drum Industrial Estate – development delayed due to Technimark concerns.
- Milburngate – awaiting confirmation of funding approval. Planning Committee in December 2018.
- ARCH building purchase – awaiting feedback from Northumberland CC.
- Strategic Employment Site Business Case – design of development progressing.

Inspiring Change – Coming up

Commercialisation - Commercial activity planned or under consideration

- Bishop Auckland Cinema.
- Integra Business Park.
- Jade Business Park.
- Property Fund – watching brief on Brexit impact upon property prices.
- Income Reviews/School SLA Review.
- NEPO Review of Regional Energy Company.
- Station Place at Merchant Park.
- Prince Bishop Head Lease.
- Bus shelter purchase to drive advertising income.
- Fram Well development.

Inspiring People – Coming up

Change Advocates

- Advocates are helping to support staff through change. Next Advocate seminar will take place on 5 February 2019. The seminar will cover the Business Support Review and the new HQ.

Leadership Development

- Feedback from the Transformation ‘Enact’ Sessions is being incorporated into the work on leadership development and culture change.
- The following Leadership Sessions for tiers 4 and 5 are due to take place:
 - Managing people and performance – from October 2018 – March 2019.
 - Coaching as a management style – from October 2018 – February 2019.
 - Courageous Conversations – from November 2018 – February 2019.
 - Influencing Change – November 2018.
 - Mental Health Awareness for Leaders – December 2018.

Inspiring People – Coming up

HR Policies review

- Roll-out to staff of the revised Attendance Management Policy is imminent.

HR Policies still to consider:

- Smarter Working Policy.
- Stress Toolkit.
- Recruitment.
- Restructuring and Redundancy.

Other initiatives in progress are:

- Leadership and Management Development Strategy.

- Health and Wellbeing Strategy.
- Roll out of the new Code of our Values, Behaviours and Conduct.
- Talent Management Programme, (including succession planning).
- Corporate Workforce Development Plans.
- Member Development Plan.
- Senior Manager Review.
- Employee Engagement and Recognition.

Inspiring People – Coming up

E-enabled ResourceLink Priorities

- PDR sessions with Leaders have outlined changes required of the system.
- On line payslips to be extended to Members.
- Return to Work and Absence Management E-forms in development.
- Replacement of MyWorkforce with MyView Manager functionality.
- Integration of ResourceLink with Totora and Cohort.
- Case management (Disciplinary and Grievances) – digitised system with 24/7 access to log queries on the HR Portal.
- Data-base cleansing and implementation of ResourceLink Reporting Services (to supplement / replace BI).
- Onboarding – Phases 2 and 3.
- MyView Dashboard – Options paper about employee photographs and audit about standard journeys re: mileage claims.

Inspiring People – Coming up

Strategic sites and HQ

- Development of decant arrangements whilst Green Lane is refurbished to be progressed
- The Crook post-occupancy survey report will be available in December 2018.

Culture Workshops

- 30 sessions are planned to take place between October 2018 and January 2019.
- Team Agreements will be developed with Green Lane teams during the decant phase.

Inspiring Places – Coming up

Crook Strategic site

- Inspiring People Premises User Group meetings at Crook will be held bi-monthly.
- Develop a suite of adapted standard chairs and a desk height solution.

Spennymoor Green Lane

- Internal review of 'options list' – confirmation of preferred design layout option and scope.
- Approval to commence RIBA Stage 3.

Meadowfield

- RIBA Stage 2 proposal by January 2019.

HQ

- Separate presentation on agenda

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.
- HQ and premises modernisation well underway.