Council Redesign Programme- Transformation Plan

September 2020

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1. Purpose and Objectives of the 'Council Redesign' programme

Torbay Council, like other councils, continues to face the ongoing challenge of austerity and is rapidly realising that the opportunities for making savings are diminishing. In parallel to this, the Council is currently embarking on its 'recovery programme' in response to the COVID-19 pandemic with the aim of ensuring our community, in its widest sense, is strengthened following this emergency.

Within this context, the Council needs to consider bigger and bolder transformation opportunities that build a sustainable operating model for the 21st century, post COVID-19 whilst also delivering a range of financial and non-financial benefits.

As such this transformation plan sets out how we will bring a coherent, joined-up approach to change, that meets the council's priorities as set out our Community and Corporate Plan, and will support the delivery of financial targets in the Medium Term Resource Plan.

At the heart of our transformation must be a renewed focus on our priorities, our customers and our communities, with a determination to put people and outcomes ahead of organisational boundaries and bureaucracy.

At the same time, the recovery from the COVID-19 pandemic provides us with the opportunity for the council to radically rethink services and improve outcomes. We need to respond urgently and safely by transforming our services, our focus and our working practices.

Ultimately, our objective is;

> **To modernise, simplify and standardise how we work so we can support the communities of Torbay and build a resilient council fit for the future**

To achieve this, we will focus on a number of design principles that will be used when re-designing our services - these are set out in section 7. They provide a focus for innovation and change, and will be used as the basis for our transformation.

To facilitate delivery, the 'Council Redesign Programme' will be broken down into three projects with the overarching objectives:

> 'Our Communities' – We will reconnect with and enable and empower our communities
>
> 'Our Organisation' – We will put our customers at the centre of our organisation
>
> 'Our People' – We will be an organisation that our people are proud of

2. What Whole Council Transformation means for Torbay Council

The standard definition of transformation is ***"fundamentally changing the systems, processes, people and technology across a whole organisation to achieve measurable improvements in efficiency, effectiveness and stakeholder satisfaction***".

For Torbay Council this means fundamentally changing the way we deliver our services and the way we operate, to achieve our council priorities within our financial constraints.

It means approaching this as a whole system change, applying solutions that meet the needs of our residents, communities and businesses as a whole.

The transformation plan will operate alongside business as usual (BAU) projects or activities and is an integral element of the Council's Recovery from the COVID-19 pandemic, whilst also contributing to the achievement of Torbay's community and corporate priorities.

3. Scope

All service areas across the Council are within the scope of this programme.

To deliver the programme the projects listed below will be established - each will include a set of work packages for delivery. Each project will be responsible for its scope, plan, resource, budget and benefits.

The Transformation Team will support the programme and individual projects as well as the management of the interdependencies, budget and risks across the whole transformation plan. This will include tracking progress against milestones and monitoring the delivery of financial and non-financial benefits.

| Project	Aims
Our Communities - We will reconnect with and enable and empower our communities **Work Packages:** 1. Engaging 2. Enabling 3. Influencing	▪ Drive how the Council acts as a community leader, ensuring that as an organisation and as individuals (both members and officers) we reconnect with our community ▪ Enable people and communities to more easily access support, information and influence and to act for themselves and ensure that Members have access to the information they need to represent their residents ▪ Raise the profile of Torbay Council, and Torbay as a whole, by taking "our seat at the table" and confidently expressing our offers and asks
Our Organisation - We will put our customers at the centre of our organisation **Work Packages:** 1. Our Gateway 2. Our System 3. Our Offer 4. Our Performance	▪ Provide an effective, efficient and responsive gateway to Council services and external services ▪ Streamline and standardise the processes by which the Council delivers cost effective services, becoming digital by default ▪ Define the services that the Council provides, and those which is does not; empowering and enabling residents, businesses and communities to act ▪ Ensure an appropriate focus on performance and risk management across the organisation
Our People - We will be an organisation that our people are proud of **Work Packages:** 1. Agile & High Performing 2. Health & Wellbeing 3. Motivated & Engaged	▪ Use Covid-19 as an enabler for a more agile and flexible workforce, which will bring opportunity and long lasting changes to how and when we work. Encourage a culture of high performance where teams can work self-sufficiently, are innovative and goal-focussed ▪ Ensure our employees have the right health and wellbeing support to do their jobs safely and securely in order for the Council to have a resilient workforce. ▪ Improve employee engagement and communication in order to listen, be more inclusive, be clear, be honest and open regardless of message.

4. Governance

The Council's Transformation Board (Senior Leadership Team) is ultimately accountable for overseeing the Council Redesign Programme (alongside the Council's other Transformation Programmes and Projects) and will act as the escalation route for strategic risks and issues.

The Council Redesign Programme Board is in place and is responsible for providing advice and direction to the projects, and for managing the relationships with stakeholders, including councillors. The Council Redesign Programme Board will provide assurance of quality and objectives, track overall investment and realisation of benefits and make strategic decisions in relation to scope, investment and risk management.

The Programme Board will also report to the Council's Incident Management Team (IMT) Recovery Board given that the programme has a crucial role to play in supporting Torbay's recovery from the Covid-19 pandemic.

The Project Delivery Boards will govern the detailed progress of each project and the associated work packages; managing the relevant resources and monitoring any risks and issues.
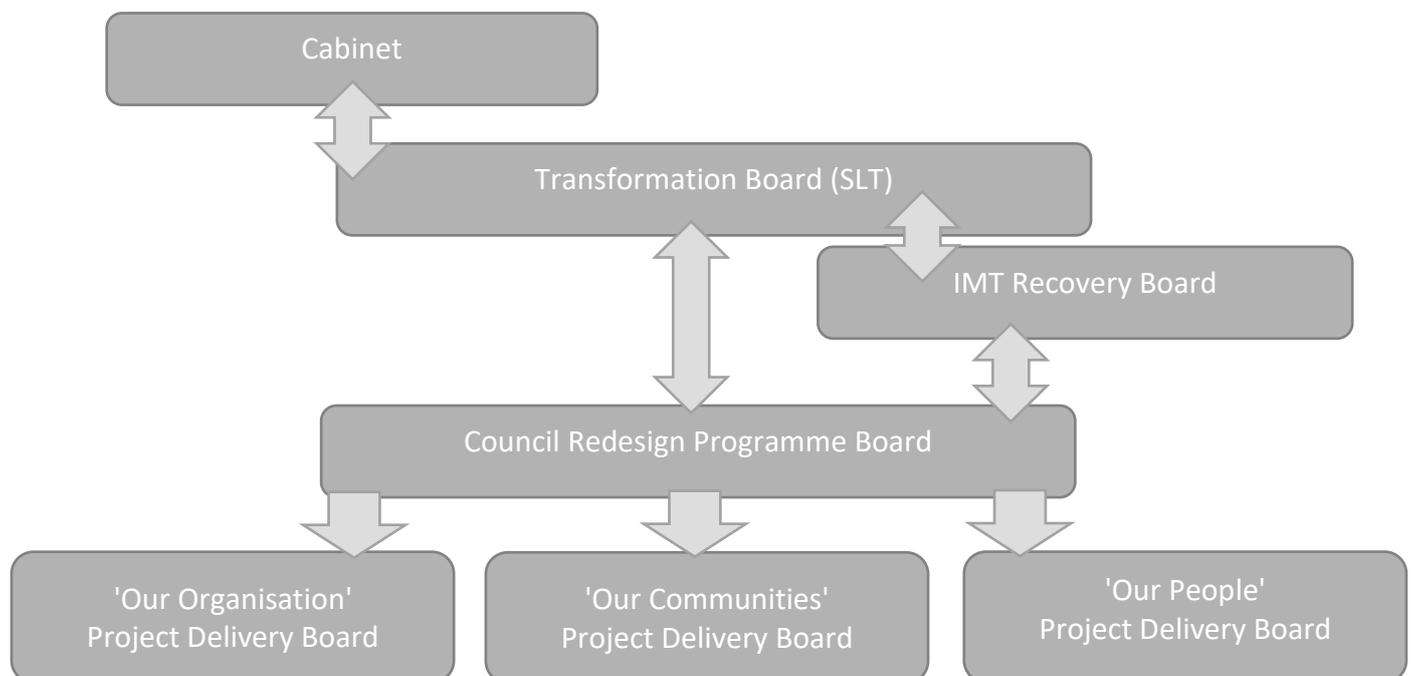
5. Transformation Plan benefits

Benefits from the Programme will be grouped in three categories: ***financial, efficiency and customer***. Benefits will need to be measurable and will be validated and approved through the Council Redesign Programme Board. Each Project Delivery Board will set out its own benefits profile which will be delivered by the work packages within its scope, and will report progress to the Council Redesign Programme Board, who will track overall progress. The financial oversight will ensure benefits are incorporated into the Council's overall budget planning and monitoring.

> **Financial benefits** are quantified in terms of money saved that contributes towards closing the Council's budget gap. These are cashable savings, measurable cost avoidance, and income generation opportunities.

> **Efficiency benefits** relate to people or processes being more productive (i.e. doing more for less), reducing the cost of service delivery, reducing errors, demand, duplication and multiple hand-offs, but do not necessarily result in a cashable saving.

> **Customer benefits** relate to improved satisfaction, a better experience (quicker response and resolution time, direct access to information), including online and digital experience.

Each project will quantify and monitor the benefits from its component work packages, and the Council Redesign Programme Board will monitor the rolled-up total of all work packages. Related to this, each project delivery board will set out any opportunities for external investment for the projects to cover, for example, resources.

6. Approach to delivery

To realise our ambition of being a Council fit for the future, we need to change the way we approach our work so as to create a culture of co-operative partnership between the Council and its communities. We need to ensure that our whole organisation is more flexible, adaptive and focused on the needs of our customers and our communities.

We will use technology to drive change but our digital approach will be more than that. We will change our way of thinking and working - designing services around the needs of people, making the most of modern technology to provide the solutions and experiences we should expect today. We will work with our service users, partners and communities and will use data to define the problems, understand opportunities, and the potential benefits.

Where appropriate we will work with our customers and service users to design and deliver accessible services together, experimenting with ideas before deciding what we want to change and how. Services will be designed from a whole system, whole of life perspective, working around the customer rather than organisational silos, using our design principles to challenge existing delivery models and common service performance measures across the Council.

We will promote community resilience, building on our partnerships with the community and voluntary sector, to ensure they are partners in the delivery and design of services.

We will become an enabling Council. Whilst we will develop a whole council portfolio of work that focuses our reducing resources on the areas which will have best effect, we will seek innovative solutions using the assets within our communities - the physical 'property assets' of the Council will also be reviewed, and when appropriate, a separate workpackage will be developed in this respect.

We will maximise the use of modern technology in the design of services, developing platforms that enable us to join up data, rapidly build and continuously improve digital services, re-use and exploit the technology we have.

We will use agile delivery methods, developing a mindset of iterative ongoing continuous improvement, working in multi-disciplinary teams to ensure we co-design services considering people, process, technology, and policy together to get the best outcome.

We will work to change the culture in the organisation through working as openly as we can using collaboration and communication tools to share what we are learning, and ideas to get feedback and suggestions.

7. Design Principles

Our design principles help people to understand the future vision and translate it into day to day practice. They provide guidance and ground rules to provide a consistent approach and framework to work within, to shift the whole organisation to a new way of working.

An effective and sustainable organisation

- We will deliver the best outcomes for our customers at an affordable cost
- We will deliver common processes, systems and functions where it makes sense to do so
- We will prioritise limited resources, make the most of funding opportunities and take a commercial approach to income generation
- We will use customer insight, research and data to make decisions and co-design services that meet the needs of our customers
- We will seek to innovate and use technology to transform services
- We will define the services that the Council provides, and those which is does not; empowering and enabling residents, businesses and communities to act.

A customer focussed organisation

- We will work to enable greater independence, smarter services and empowered people
- We will move as much work forward, to self-service or customer facing roles as possible
- We will tell customers what to expect and keep them up to date along the way

An employer of choice

- We will work as one council and collaboratively in partnership to meet the needs of our customers
- We will empower employees to make decisions as locally as possible to enable continuous improvement of services

8. Communications and engagement

The work of the Council Redesign Programme will have its own communications and engagement plan, and dedicated resource will be required to deliver this.

Communications are needed to ensure that employees, councillors and stakeholders (including the wider community) are appropriately informed and involved in Torbay Council's transformation work. This is essential for the success of the Programme.

Consultation with key stakeholders will also take place to inform our plans, this will be undertaken at the earliest opportunity to gain buy in and ensure that this is meaningful.

9. Critical success factors

In order for the Transformation Plan to succeed, the following factors need to be in place:

- Strategic officer leadership and ownership
- Sufficient resources, investment and financial planning
- Clarity of purpose and a shared understanding of objectives and agreed priorities
- The right communications at the right time
- Clear benefits realisation
- Consistent, easy-to-use programme management process

10. Measures of success

We will measure our success against how well we have delivered against our design principles.

An effective and sustainable organisation:

- o Unnecessary duplication of functions removed
- o Consistent use of intelligence to enable the Council to make informed decisions
- o Work and contacts are digital by default
- o Benefits realised and changes embedded
- o Budget targets achieved
- o Increased commercial opportunities and income generation

A customer focussed organisation:

- o Improved level of insight to better predict and reduce demand
- o Best delivery model used to deliver appropriate and timely services to residents
- o Residents, businesses and communities engaged, empowered and enabled to act
- o Delivery of services that offer value for money and contribute to council priorities

An employer of choice:

- o A culture of continuous improvement and community empowerment
- o More responsive to changing needs of residents
- o Independent, agile workforce

11. Risks

Initial risks are likely to include:

- Insufficient resources – having the right people available at the right time
- Benefits not being clearly defined, delivered or communicated
- Lack of buy-in/support – organisationally and also from other key stakeholders (i.e. communities and partners)

Top level programme level risks will be reported, by exception, to the Transformation Board if they cannot be mitigated at Programme / Project level. The Programme Board will have a 'programme risk register' where these risks will be captured. Project Delivery Boards will hold and manage their own risk registers.