

Manchester City Council
Report for Information

Report to: Resources and Governance Scrutiny Committee –
8 October 2019

Subject: Our Transformation

Report of: Deputy Chief Executive and City Treasurer and City Solicitor

Summary

This report provides a summary of the development of ‘Our Transformation’, a wider business transformation programme for the organisation, building on the corporate core transformation work already in progress.

A more detailed set of slides accompanies this report.

Recommendation

The Committee are asked to note and comment on the contents of this report and attached slides.

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Our Zero-Carbon target for the city will be considered as a key driver for ‘Our Transformation’ with work on each workstream to consider environmental impact and in particular potential for reducing our organisational footprint in areas as diverse as use of digital over paper based technologies and staff travel.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	Our Transformation is a key part of the Council’s contribution to delivering the Our Manchester Strategy, enabling the organisation to be set up to deliver the priorities in the Corporate Plan through changing how we work, reducing bureaucracy and increasing our capacity to respond, whilst working accurately and getting it ‘right first time’.
A highly skilled city: world class and home grown talent sustaining the city’s economic success	By maximising our ways of working and embedding new technology the organisation will be able to free up capacity to continue to play a key role in
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	

A liveable and low carbon city: a destination of choice to live, visit, work	delivering all of the Our Manchester Strategy outcomes.
A connected city: world class infrastructure and connectivity to drive growth	

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

1.0 Introduction

- 1.1 This paper provides a brief overview of ‘Our Transformation’ programme, as an introduction to the more detailed slides attached.
- 1.2 The creation of ‘Our Transformation’ follows work to review and evolve the Corporate Core Transformation Programme reflecting work carried out with officers and Executive members. This is to ensure that the programme is designed to deliver more radical change and be considered as a whole organisation approach. The work also takes into account the feedback from last year’s Bheard survey and follow up work where the message has consistently been that as an organisation we have become too bureaucratic.
- 1.3 The slides attached describe how we propose to:
 - Scale up the work which had initially focused on the corporate core
 - Provide governance and assurance
 - Communicate and engage with the whole Council on the work

2.0 Background

- 2.1 This work is a key driver in supporting the organisation to achieve its goal of being a ‘well managed Council’, one of the seven key priorities set out in our Corporate Plan.
- 2.2 The intention to widen this work, beyond the corporate core is:
 - to ensure that the organisation is set up to deliver the priorities in the Corporate Plan through changing how we work, reducing bureaucracy and increasing our capacity to respond, whilst working accurately and getting it ‘right first time’
 - to ensure everything is effective as it can be which will naturally bring efficiencies, increase productivity and reduce failure demand
 - to make sure we are all equipped, enabled and encouraged to work in ways which support delivery of the Corporate Plan, through the Our Manchester approach and behaviours, with a particular focus on the core
- 2.3 The key workstreams already underway, focused on the corporate core, will continue but building on the case for change will evolve into a wider suite of programmes and workstreams, which help to drive a more ambitious vision.
- 2.4 The slides also describe the approach to:
 - Governance
 - Resourcing
 - Communications and engagement
- 2.5 More detail is also provided on a number of key priority pieces of work which are underway including:

- 2.6 Finalising a more detailed case for change. This will set out longer term programme milestones for the next three years and beyond. This will also provide the basis for some of the future savings that the council may have to deliver in the next three years.
- 2.7 Establishing an Accountability Framework for the organisation. With the severe budget cuts the council has faced a number of processes and sign offs have developed and the impact has been to move away from clearly setting out what a manager is empowered to do and what decisions can be made and how they will be supported and held to account. Whilst this sounds straightforward it is a significant cultural change for the organisation and will also require for example our management development programmes to be reviewed and updated.
- 2.8 Business Process Management - as set out above many of our processes have become too cumbersome with too many sign offs. A considerable amount of process redesign is required to streamline how we work and to realign decision making with the point of responsibility. The first process that is being reviewed is recruitment and joiners, movers, leaders. The work will focus on the process that managers and our workforce have to go through rather than on the functions in the core that carry them out.
- 2.9 Digital enablers - currently there are still a number of manual processes as well as a number of ICT systems in the Core, which need updating, or moving to more up to date versions before they go out of support. More generally there is a significant opportunity to digitise how we work. A procurement for a replacement intranet is underway which will also allow us to work in a more collaborative way in ensuring we have a fit for purpose, cost effective solution with intuitive functionality and universal access for all staff. The opportunities in this area are significant.
- 2.10 Our Ways of Working (OWOW) - the work will continue to build on the well established OWOW programme to support more effective and agile working across the organisation with focused effort on services managed outside of the city centre complex and ensuring that we are flexible in our approach to flexible working. This will also be supported by the roll out of the agreed and funded End User Device programme so everyone has access to the right technology to enable them to carry out their role effectively.
- 2.11 Digital Experience Programme – this work is focused on how we engage and interact with residents and ensuring we do this in a way which maximises our use of technology, and addresses some of our legacy technology issue
- 2.12 With the bringing together of the Corporate Core under the leadership of the Deputy Chief Executive and City Treasurer and City Solicitor work has also been carried out to improve how we work across functions in the Core and ensure there is no duplication.

3.0 Delivery of Savings

3.1 The Our Transformation Programme has an approved £500k savings target for 2019/20 and will be expected to deliver further savings going forward as part of the next Medium Term Financial Plan. Following the workshops a work plan has been developed that will review how functions work together across the Core in order to deliver the savings on an ongoing basis. Whilst this work is being developed the £500k in year saving has been covered through staff savings from across the Core due to ongoing vacancies.

4.0 Engagement and resourcing

4.1 Internal engagement to date on the programme of work has been very positive with a session at Senior Leaders Group dedicated to seeking feedback and encouraging involvement in the work from across the organisation.

4.2 Following the session a 'call to action' has led to a large number of individuals in a cross section of roles to come forward to be involved in the work on a 'scrum and sprint' basis. This resourcing model will ensure that we:

- Support developmental opportunities across the organisation
- Gain perspective from people both driving and using our processes
- Create opportunities to engage via these individuals with services on an ongoing basis

4.3 The Leadership Summit scheduled for 14 October will also be used to engage with our wider leadership, including in particular on the Accountability Framework referenced above.

5.0 Recommendations

5.1 The Committee are asked to consider and comment on the report and attached slides.