

Future Shape Transformation Programme Update

Agenda

- 1 Our progress with the Future Shape of the Council Programme
- 2 The next steps with Our Transformation – Enabling Success for the Council Programme

Recap

What is the Future Shape of the Council Programme?

A programme of activity with the aim to make changes to how we work as an organisation.

The changes were focussed on how services are delivered via several programmes of work, taking place by using better technology, and improving the ways we work and the processes we use to do this.

What was the desired outcome of the programme?

The aim was to strengthen the ability of Manchester City Council to deliver the Our Manchester Strategy - helping to turn the vision and objectives of the Strategy into reality.

Summary

2020 - 2022

Objective

The first year of the programme was focussed on reshaping Manchester City Council to deliver the Our Manchester Strategy and Corporate Plan and fully embed the Our Manchester approach. Practically, this means designing and implementing the future shape programme and ways of working for the Council.

Workstreams

Resident & Business
Digital Experience
Programme (RBDxP)

Corporate Core

Housing ALMO
Integration into the
Council

Neighbourhood Working

Health & Social Care Integration

Outcomes

The programme will lead to a better whole, more than the sum of its parts, that ultimately will improve outcomes for residents and staff, improve our long-term resilience and provide a framework for any future budget cuts.

Achievements

2020-2022

Enabled core savings of £5.7m in 2021/22 and reduction 116 FTE as per Budget strategy

Building the Future for MLCO

- ✓ Sec' 75 Partnership Agreement complete and signed
- ✓ Revised Accountability Board operational
- ✓ Model for MCC support services agreed for MLCO.

Completed & Closed

Embedding Place Based Working

- ✓ Developed options for embedding place based in planning and delivery
- ✓ Capital finance developed and moved to Core
- ✓ Neighbourhood working delivered via Our Manchester
- ✓ Place embedded in service planning.

Completed & Closed

New Approach to Housing

- ✓ Lift and shift to bring ALMO back in house successfully completed with agreed transition plan & governance

Completed & Closed

Effective and Purposeful Core

- ✓ Vision and purpose of Core agreed
- ✓ New approach to integrated finance and corporate plan performance monitoring.
- ✓ ERP (new finance and HR system) replacement programme launched

Progressed to Next Stage

Digitally Integrated Council (inc. RBDxP)

- ✓ Appointment of delivery partner for RBDxP
- ✓ Data Management principles and policy drafted
- ✓ Accessibility governance aligned to workstream
- ✓ New system accessibility process
- ✓ SCULPT trained implemented

Progressed to Next Stage

Culture and Behaviours

- ✓ Aligned Future Shape and OD workstreams
- ✓ Estates programme developed
- ✓ End User Device rollout completed
- ✓ Identified key areas for digital skills development.

Progressed to Next Stage

Achievement

Outcome

Summary

2023-2024

Objective

Continuing from previous success and recommendations from the Local Government Association (LGA) Peer Review.

The Director HROD and Transformation appointed - HRODT have responsibility for business change and transformation, with the Future Shape and change functions moving across from R&I.

Our focus was to adopt technology and prepare the organisation and our customers with the skills, tools and motivation to use them. Our digital strategies must be focused on achieving this channel shift. We will work in a human centred way to design services.

Workstreams

Data & Insights

RBDxP

Effective Core

Digital

How We Will Work

Outcomes

We make sure that the council is ready for self-service by making best use of technology and learning, so that efficiencies can be redirected for the benefit of Manchester, with shared layers of data and intelligence for evidence-based decision making.

Achievements

2023-2024

Digital & Data

- ✓ ICT/Digital Strategy and tech roadmap approved
- ✓ New Governance arrangement for ICT implemented
- ✓ ICT Operating Model development
- ✓ Completion of procurement cloud backup solution and migration
- ✓ Data policy action plan socialised
- ✓ Automation pilots in progress

Progressed to Next Stage

RBDxP

- ✓ CRM contract awarded
- ✓ Onboarded Verint CRM and Integration layer Mulesoft (legacy system decommissioned)
- ✓ Phase 1 live 17/4/24
- ✓ Trained 400 staff and developed learning materials
- ✓ April 24 – 20k cases opened in new CRM system
- ✓ Phase 1 lessons learned

Moved to Business as Usual

Effective Core

- ✓ Implementation of capital programmes and budget monitoring new processes
- ✓ Implementation ICT helpdesk and legal services reviews
- ✓ Phase 1 – target operating model launched
- ✓ Digital Plan for the Core implemented
- ✓ Contract award for new Finance & HR system

Progressed to Next Stage

How We Will Work

- ✓ Development Good Managers Guide, training and hub
- ✓ Aligned to OD plan and embedded service design approach
- ✓ Joiners, Movers and Leavers process
- ✓ End User Device rollout
- ✓ Digital skills framework pilot launched & gap analysis completed

Progressed to Next Stage

Achievement

Outcome

Social Value

Impact on our communities

Our work has not just transformed our processes but has redefined the relationship between the Council and its community. In 2023, TPXImpact opened a Future Leaders Programme to underrepresented local entrepreneurs in Manchester as part of working relationship and partnership with Manchester Council [Case study video](#) and [Future Leaders case study](#).

- Over the course of six months, each entrepreneur received funding, 1:1 coaching sessions, professional and personal development and access to our network of industry experts.
- The final stage of the programme was a pitch to the Senior Leadership Team, board, employees and partners, to win a share of a donation to their business.

This event gives the entrepreneurs an opportunity to develop their pitching skills in front of a live audience and it's a chance for everyone to connect and network. The winning bid was a Manchester entrepreneur Eleanor and Bamber Inclusive.



Next Steps...

Our Transformation – Enabling
Success for the Council

Context

Manchester's vision is to be in the top-flight of world-class cities. A city that is : – Thriving – Full of talent – Fair – A great place to live – Well connected through technology and transport.

The Our Manchester Strategy, Public Service Reform, Climate Change Framework and Corporate Plan have and will continue to set the direction as we build on our successes and respond to the challenges we need to tackle at a city and neighbourhood level. Working within financially constrained environment.

Manchester City Council is committed to improving the experiences and outcomes for our residents. Yet, we operate in a dynamic and changing environment.

To be effective and efficient in the way we deliver services, it is important our workforce is engaged, equipped and have the right skills, in the right places, doing the right things with care, pride and passion. It is therefore essential the corporate core services are positioned to enable, support and challenge the council's directorates in their mission(s), delivering 'better for less'.

Mission Statement

Informed by Political and Corporate Priorities, a two-year Council-wide programme aimed at supporting improvements in the delivery of our services, strengthening partnerships, collaboration and embedding a culture that is characterised by the Our Manchester behaviours.

*"**Skilled** staff in the right **places**, enabled to make an **equitable** difference with **care**, **pride** and **passion**."*

Our Guiding Principles

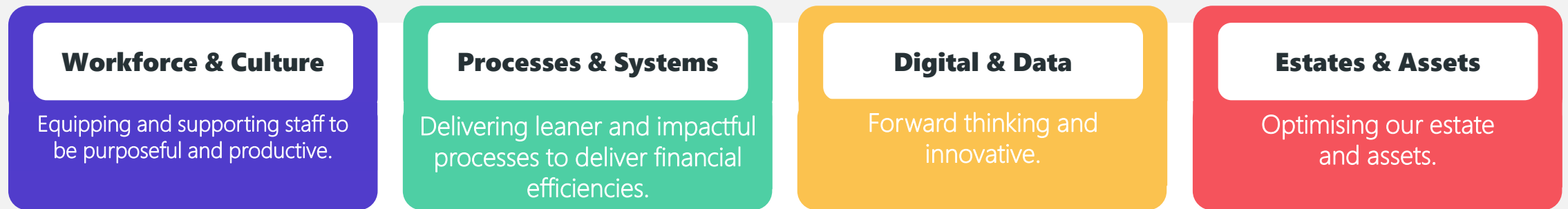
The programmes 'work packages' will be informed and guided by the following principles:

- Person centred and strengths based
- Getting the basics right
- Preventing problems at the earliest opportunity
- Tackling complex problems together
- Collaboration and partnership working that enables equitable access, information sharing and delivery
- Informed by data, insights and evidence and evaluate for impact
- Adopting and making best use of digital technologies (taking a digital first approach where appropriate)
- Delivering savings and redirecting resources to improve service delivery
- Improving the effectiveness and productivity of staff to deliver better services and outcomes for residents
- Ensuring our staff and the people we serve are at the heart of what we are trying to achieve and have a voice in change

Programme Overview

This programme is intended to build on our success to date and positioning the Corporate Core Services to deliver, enable and influence the Council's response to the needs of our communities and making a difference to residents' lives.

Whilst at the same time creating opportunities and sustained, long-term improvements in public service delivery across Manchester.



Outcomes – Measures of Success



Efficient and accountable supporting the delivery of financial savings & service improvement



Skilled and productive staff in the right places doing the right things



Inclusivity and making an equitable difference

Governance

Reporting within political structures, the programme will be led through a Transformation Board with clear reporting arrangements and key responsibilities.

