# Our Transformation

**Update to Resources and Governance Overview and Scrutiny Committee**
**8th October 2019**

## Introduction and overview

The purpose of this presentation is to provide an update to Resources and Governance Scrutiny Committee  on Our Transformation.

This follows work to review and evolve the Corporate Core Transformation Programme, reflecting previous comments of SMT, SLG and Executive Members. This work is aiming to ensure that the programme is designed to deliver more radical change and be considered as a whole organisation approach.

The slides describe how we propose to:
- Scale up this work delivering business change for the organisation
- Provide governance and assurance
- Communicate and engage with the whole Council on the work

More detail is also provided on a number of key priority pieces of work which are underway

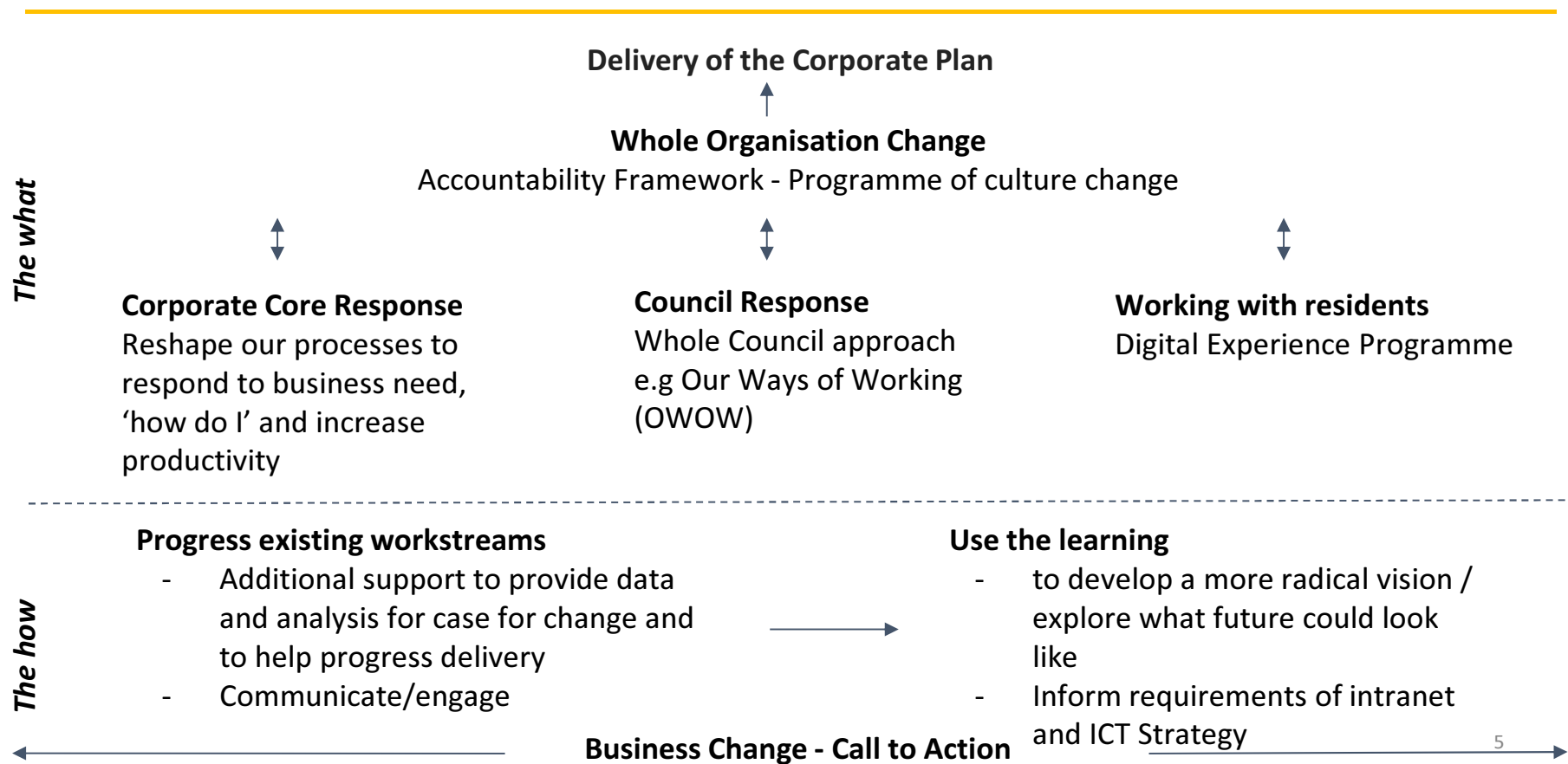# Scaling Up

# What are we trying to achieve?

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.

The work has previously been focused primarily on the corporate core, but there is now a recognition that the scope should be broadened to a wider business transformation approach:

- 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

With many uncertainties on the horizon, from national government to local demands, we need to really think about the way we do things - Our Transformation is being set up to challenge our thinking and help to drive this work forward.

# A wider approach to business transformation

**The what**

**Delivery of the Corporate Plan**

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**Whole Organisation Change**
Accountability Framework - Programme of culture change

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**Corporate Core Response**
Reshape our processes to respond to business need, 'how do I' and increase productivity

**Council Response**
Whole Council approach e.g Our Ways of Working (OWOW)

**Working with residents**
Digital Experience Programme

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**The how**

**Progress existing workstreams**
- Additional support to provide data and analysis for case for change and to help progress delivery
- Communicate/engage

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**Use the learning**
- to develop a more radical vision / explore what future could look like
- Inform requirements of intranet and ICT Strategy

**Business Change - Call to Action**

# Existing programme workstreams

The existing programme workstreams are captured below. Whilst the structure of the programme will evolve to reflect the wider organisational focus, further detail on the priority areas is captured later in the slides

**Workstream 1**
**Leadership and governance/decision making**
**Lead - Jacqui Dennis and Janice Gotts**
*Including:*
- Decision making - increased delegated decision making, building enablement and trust through a new co-designed accountability and decision making framework
- Reports and reporting - maximum length, ensuring good decision making
- Meetings management - fewer, more productive meetings with clear decision making

**Workstream 2**
**Our approach to delivering our corporate priorities**
**Lead - James Binks**
*Including:*
- How we manage corporate plan priorities through effective business and service planning
- How we use performance information to drive activity
- How we prioritise project work coming in from directorates and resource that work, and how we de-prioritise
- How we collaborate across teams on projects and utilise a range of expertise minimising duplication

**Workstream 3**
**Self service and internal transactions**
**Lead - Ian Grant**
*Including:*
- Develop a new approach with 'Joiners, Movers, Leavers'
- Corporate approach to Business Process Management (BPM)
- How we manage work through a collaboration platform

**Workstream 4 - Our Ways of Working**
**Lead: Shawnna Gleeson**
*Including:*
- Further role out of OWOW as an enabler, maximising the benefits from improved processes and ICT enablers and continued rationalisation of our use of estate
- Creating a flexible working approach which meets the needs of our diverse workforce
- Development of the intranet to facilitate self service
- Relationship with Digital Experience Programme

**Workstream 5 - Communications and engagement**
**Lead: Jen Green**
*Including:*
- Agreeing a set of principles for how we communicate
- Agreeing a narrative for the work
- Rolling out a programme of comms/engagement supporting delivery

# Progress to date

- 'Bite-size Constitution' to be launched soon
- Staff induction programme in place, including new digital based learning for new staff prior to joining and ongoing during first 3 months of employment, and further work on offer for senior leaders (e.g. buddying)
- Streamlined business planning approach in place
- Progress on Our Ways of Working including:
  - Work underway in Etrop Court to move all staff to agile working
  - Work started with Education Passenger Assistants to move to digital based pupil allocation
  - Review of role profiles underway, to include our commitment to flexibility, and to make more user friendly and meaningful for managers and candidates
- Meetings management audit complete and new tools developed for testing
- Working with Members - Scrutiny and Reports group strengthening process and approach to Scrutiny
- Corporate Plan Monitor introduced, reporting quarterly on delivery to corporate plan priorities
- Review of existing approach to projects across core to understand opportunities for joining up/streamlining and use of consistent project management methodology
- Action tracker in place and flow of work from SMT into other governance managed

# Resourcing model

In order to scale up this work and drive the wider objectives described at slide 4, it has been recognised that there is a need to involve a wider cross section of managers and officers from across the organisation in providing essential capacity to deliver the workstreams and additional emerging work

Senior Leadership Group (SLG) at its most recent meeting discussed the option of seeking volunteers from across the organisation at a variety of levels who could be involved in time limited scrum and sprint teams or groups working on specific priorities. A reach-out followed the meeting to all Head of Service which has had a very positive response with more than 25 volunteers coming forward
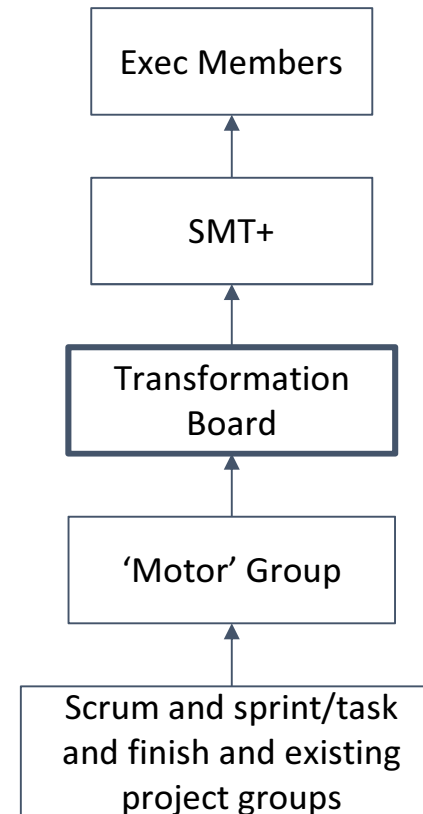
These, and any further volunteers, will be brought together in mid-late October for a kick off session where workstreams and priorities will be explored further, scrum and sprint ways of working agreed and work allocated.

# Internal governance

## Proposed governance

A programme chaired by the Deputy Chief Executive and City Solicitor with workstream leads has been overseeing the work to date. With the broadening of the programme a Transformation Board has been established with senior representation from across the Council. Regular updates will be provided to the lead Executive Member and to Executive members.

In the spirit of avoiding more meetings, existing meetings have been reviewed and repurposed to ensure we are not creating additional forums.

Exec Members

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SMT+

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Transformation Board

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'Motor' Group

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Scrum and sprint/task and finish and existing project groups

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# Communications and engagement

## Outline narrative - what is it?

It is about changing how we work as an organisation to ensure we can deliver our corporate priorities

It is about the things we can do here and now to improve

**+** It is also about more radical, longer term change where it is needed

It is focused on our corporate core as the part of the organisation which enables the organisation to function

**+** It is about all of us

It will mean working smarter with an eye to digital approaches as a way of helping us to work more effectively

It is underpinned by the Our Manchester approach and behaviours

# Communications and engagement outline plan

**Aim:** to ensure the Council's workforce are informed and engaged in Our Transformation Programme. Engagement is already well underway building on a series of workshops held and has been well received by the Councils senior leadership group.  The comms will roll out to all staff following the councils leadership summit (involving every manager above G10) on 14 October.

**Objectives**
- To provide timely and accurate messages to support the workforce's understanding of the programme
- To share best practice and outcomes to demonstrate transparency and build trust
- To engage targeted audiences using relevant and accessible channels and techniques
- Promote staff influence and outcomes/best practice
- To provide professional advice and guidance to manage expectations and relationships

**Approach**
- Finalise detailed communications and engagement plan
- Develop the narrative and draft key messages to be embedded as part of the programme providing consistency
- Support stakeholder mapping and aligning engagement activity including use of internal 'teams' to drive the work and champions/activators
- Maximise the use of online and offline communications channels and explore the need for new ones in-order to inform and engage
- Thread Our Manchester and align Corporate Plan messages into comms activity
- Produce creative tools and materials using the Our Manchester branding
- Audit activity and monitor impact - revise activity based on insight

**Timeline**
- Suggest a phased approach to activity influenced by the overall programme aims, audiences and milestones
- Existing broadcast and event timescales within the programme period will be factored into the comms plan and maximised including Leadership Summit (14th October)

# Priority pieces of work

## Priority pieces of work - (1) Case for change

A four week piece of work to be completed by mid October

This will clearly set out the case for change for the repurposed programme of work. This will be evidence based drawing on:
- MCC data, material from previous workshops and engagement including with DMTs
- Wider benchmarking
- Case studies and comparable approaches/evaluation from other authorities
- Analysis of 'what works' and what could work in Manchester's context

To date the work includes:
- Context for the case for change, connecting the Our Manchester strategy with the priorities of Our Corporate Plan
- The 'as is' state - drawing on our own and comparable date to understand opportunities and potential for transformation
- Exploration of immediate work to strengthen our corporate core in particular as an enabler to wider business transformation
- Exploration of more fundamental transformation underpinned by enabling digital technologies and new ways of working
- Road map setting out the sequencing of change, activities required and benefits realisation

*This work will collectively feed into the budget setting process for 2020/21 and beyond*

# Priority pieces of work - (2) Accountability Framework

There is a recognition that a key part of this work is the creation of a wider 'accountability framework' (working title) to assist us all in delivering our roles to the best of our ability through:

- Bringing to life the Our Manchester behaviours in a tangible way
- Empowering and enabling managers to make decisions at the most appropriate level - creating a high trust environment and giving our people control
- Making a strong link between responsibility and accountability by describing what the organisation expects and providing the freedom to deliver
- Creating clarity, consistency and fairness of expectations
- Releasing capacity and improves effectiveness
- Defining the role of the corporate core in supporting managers
- Supporting a learning organisation - encouraging innovation and creativity
- Focusing on the outcomes we are trying to achieve for Manchester and its residents

# Priority pieces of work - (2) Accountability Framework

The intention is to:
- Create a handbook or guide which describes the expectations
- Build a common language and narrative which is embedded into everything we do, with senior leaders leading by example
- Embed the approach into the constitution, how performance is managed, training our leaders and managers, the pay policy and much more
- Shape the wider OD programme for the organisation around it
- Inform our approach to business process management (and vice versa, see overleaf)

The plan is to build this through:
- Co-design and engagement across the organisation, building on the wider approach to 'scrum and sprint' and a tailored workshop at the Leadership Summit on 14th October
- Oversight from strengthened Governance and Assurance Group with directorate representation (and into new wider programme board)
- Engagement and leadership from SMT
- ...Using an OD approach and resources

*This work is being led by the Interim Director of HROD*

**Priority pieces of work - (3) Business Process Management - 'JML' and recruitment**

Work is underway to 'test' our approach to business process management through looking at two interconnected processes with different features:

- Recruitment - as an often cited example of a process with multiple sign-off/decision points at the wrong level in the organisation
- Joiners, movers and leavers - as a series of currently separate but interdependent processes which are managed in a number of 'places' in the organisation via several systems with associated complexity and confusion
- Maximising potential of current systems with an eye to automation

*This work is being led by the Interim Director of ICT with support from Reform and Innovation & HROD*

# Priority pieces of work - (4) Digital enablers and wider approach to OWOW

A key part of the work is about joining up the work on various digital and technology enablers to support our people to work as effectively as possible. This will focus on digital as a key enabler to transform our delivery, leading on from the case for change, clarity on objectives and how we want to work as an organisation.

Whilst part of the ICT Strategy, these key enablers need to be driven by the business and underpinned by our wider approach. Early critical work (in progress at various stages) includes:

- Intranet - new platform
- Maximising benefits from collaboration platform
- Telephony replacement and maximisation
- End user device strategy and how we support agile and flexible working

*Work is underway to connect this clearly up with the wider ongoing work on Our Ways of Working.*

# Priority pieces of work - (5) Digital Experience Programme

**What it means for the Council:**
- Ensure we provide the opportunity for MCC to transform how we interact and engage with residents and partners
- Digital experience programme is to address technology issues across the council

**Objective:**
- Improved Outcomes - We will make Manchester City Council a digital public services organisation that provides our residents, businesses and partners an easy to use, fully integrated set of digital public services which reduce our internal demand costs and increase customer satisfaction. At a practical level this will mean residents engaging in a streamlined access point to our services rather than multiple portals, forms and accounts
- Enabling Effective Partnerships - We will make our digital public services work for our partners by connecting different parts of our organisation together and allowing effective collaboration between ourselves and our partners.

**Motivation:**

- Critical pieces of technology are now out of support or will go out of support soon
- Doing nothing risks our ability to engage with our citizens, businesses and partners

**Strategic alignment:**

The Digital Experience Programme will be the delivery arm of  Manchester's Digital Strategy.   It will be a collaborative approach with each of our services to review, simplify and digitiaise our customer journeys.