

Our Transformation

**Update to Resources and Governance Overview and Scrutiny Committee
3rd March 2020**

Introduction and overview

The purpose of this presentation is to provide an update to Resources and Governance Overview and Scrutiny Committee on Our Transformation. This follows an introduction to Our Transformation to the committee in October 2019 and ahead of the next six monthly update in September 2020.

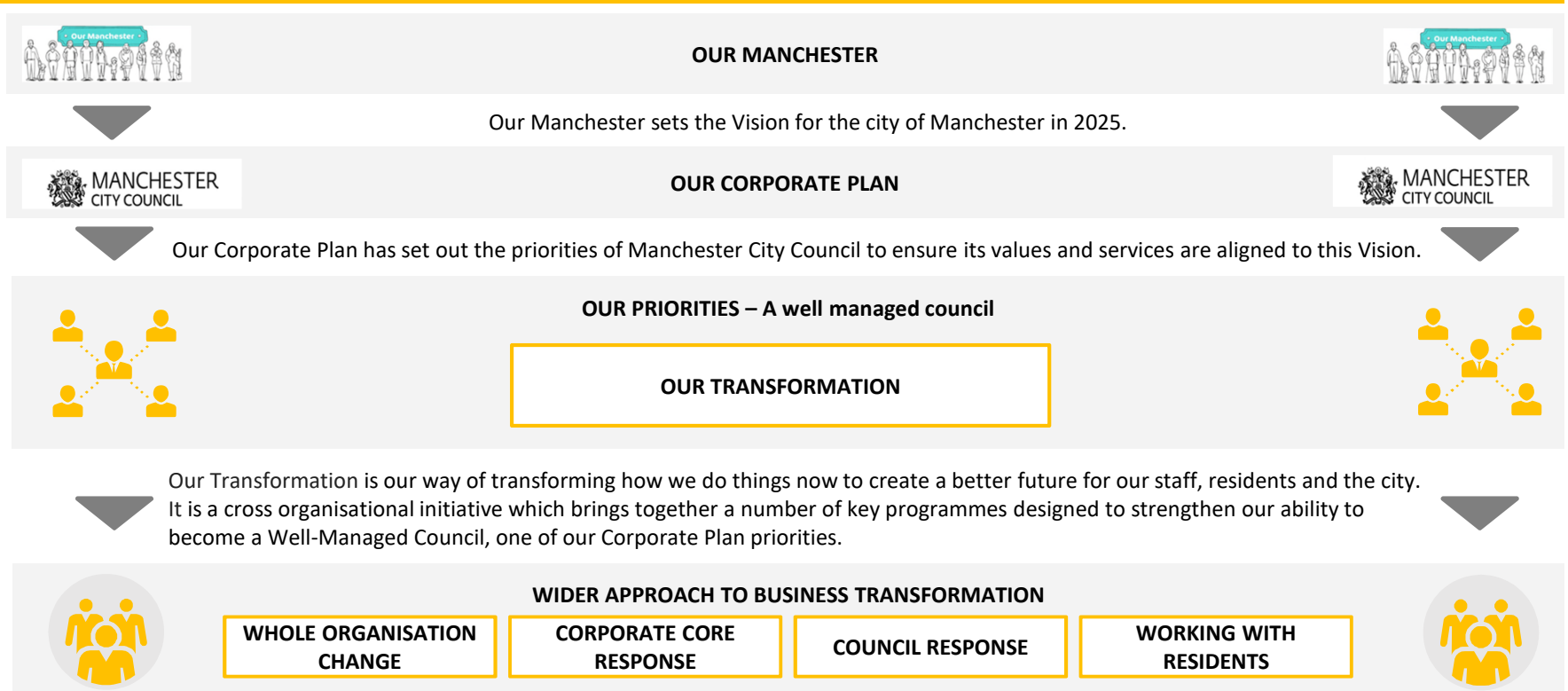
Our Transformation is the work to modernise and digitise how the council operates. Our Transformation is focused on:

- how we make our decision making more streamlined across the council as a whole and empower managers to make effective decisions
- changing how we work and the technology and tools used to deliver including a new intranet platform, the migration to office 365 and the delivery of the end user device strategy
- streamlining processes
- and providing a more effective way of engaging with residents through the replacement of the Customer Relationship Management system which currently supports the work of the Customer Contact Centre

The slides provide:

- An overview of the strategic context of Our Transformation - where it fits and why we're doing it
- An overview of the five programmes which together make up Our Transformation
- An overview of the how we are resourcing Our Transformation
- More detail on each of the programmes

Our Transformation in our strategic context



Five key programmes have been identified to drive the transformation of the council. Changing cultures and ways of working will be cohesive with reshaped and improved processes, while digital offerings will move forward to provide an improved service for staff and residents.

Our Transformation - five key programmes

It is...

Strengthening accountability

Reviewing how we make decisions, creating accountability and empowering our managers

Our Ways of Working

Making our working practices and culture better; and making sure we have the right tools (including ICT) to do our jobs.

Improving our Processes

Understanding and improving the processes we follow and manage to get things done.

Designing our Future Core

Understanding how we currently operate in the corporate core, identifying what needs to change and what the core will look like after transformation.

Improving Resident & Business access to digital services

Improving the user experience of interacting with the Council for our residents and businesses

In 2020 we will...

- Ensure practical changes to some internal decision in the short term
- Co-design new accountability framework
- Plan for standards and competencies required

- Deliver new intranet to all staff
- Migrate all staff to Microsoft 365
- Deliver phase 1 of end user device (replacement of Wyse terminals)

- Deliver improved Recruitment, Joiners, Movers and Leavers process
- Deliver other improved processes, led by staff volunteers

- Deliver exercise to review the corporate core following recent changes
- Design new model for how the future core will operate

- Complete detailed design and planning
- Implement new income management solution
- Implement new telephony system

For residents....

- Faster turnaround of decisions will result in a more timely response.
- Reduced bureaucracy will enable our front-line staff to be more responsive

- More engaged/productive workforce leading to improved service delivery
- More straightforward collaboration with partners will support joined up public services

- Better quality and continuity of services to residents through more efficient recruitment and joining processes
- More timely efficient delivery of services

- Improved quality of front-line services, ensuring they are well supported and freed up to invest into working with residents.

- Our services and supporting technology will be designed around the needs and expectations of residents & businesses

How we are resourcing Our Transformation

At the end of 2019 we recruited c.50 volunteers to work across the Our Transformation programmes, lead and supported by senior leaders from across the corporate core. This approach to supporting the programme ensures that we are:

- Enabling staff to take ownership of Our Transformation, ensuring that the work is done 'with', and not 'to' the organisation
- Ensuring that Our Transformation is tackling those challenges and barriers our staff have identified
- Developing our staff to work in new ways

Two engagement events have taken place with the volunteers so far and the majority of volunteers have now been involved in supporting, delivering or leading pieces of work as part of the programmes including:

- Supporting the research and development of the Accountability Framework
- Participation in the process redesign work for joiners, movers and leavers to make sure the future process works for them
- Training in business process management to support next phase of 'improving our processes'
- Design of the review exercise as part of the future core programme



Fortnightly 'drop-in' sessions are taking place with the volunteers to support ongoing engagement alongside a wider internal communications strategy to ensure the whole organisation is involved, particularly those that affect all or the majority of staff including the roll-out of the new intranet and Microsoft 365 as part of Our Ways of Working.

1/Strengthening Accountability

What is it?

Strengthening Accountability is focused on bringing “own it” to life, **ensuring the right internal decisions are made by the right people at the right time** and are taken in a safe and efficient way. We are focusing on this to ensure the council keeps safe whilst increasing empowerment of the workforce and delegating more decision making. There is lots of evidence that shows us that **strong accountability results in high performing, engaged teams**. Strong accountability is the flip side of innovation, creativity and empowerment - you cannot have one without the other.

Where are we up to and what's next?

- Changes to business planning implemented. Now more ‘bottom up’ with Heads of Service working with services to draft service plans which collectively inform the Council Business Plan for 2020-21 as well as team and individual priorities in their service areas
- Draft Accountability Framework (working title) now designed, which will further develop to become a tool that will help managers to understand the principles of robust decision making
- Summary constitution in place
- Early changes to delegations to be tested including potentially honoraria, access to contractor/partner security passes, carers’ leave and improvements associated with the business process work on recruitment, joiners, movers and leavers
- By end March - principles and model agreed
- By end of April 3-6-9-12 month plan for delegating decisions agreed
- April - October - co-design of standards and competencies & work with early adopters
- Full implementation plan agreed by end of the year, ahead of roll-out of the framework in 2021

How will it benefit residents?

Reduced bureaucracy enables council to be more agile and **responsive to the things that matter most to residents**. More engaged and motivated workforce results in higher quality services. Faster turnaround of decisions results in more timely response to residents.

What difference will this make?

More decisions, more appropriately delegated, **freeing up capacity to focus on the issues that add most value to residents**. More consistency in how decisions made reducing risks of legal challenge. Increased performance & productivity resulting from clarity, trust, empowerment & performance management.

2/Our Ways of Working (OWOW)

What is it?

OWOW is the part of Our Transformation **focused on our employees' experience of working here**. It's about us working in a more agile way; with more flexibility and the right tools and support to make it happen. The focus so far has been on supporting staff to work flexibly, phase 2 of the work will support this further by **introducing two new digital platforms**: Office 365, which will replace Google; and a new intranet both of which will be introduced ahead of September 2020 in a phased way, This will replace our existing intranet and the Google/G-Suite platform and will take place alongside phase 1 of the end user device strategy.

Where are we up to and what's next?

- Phase 1 of OWOW involved moving all staff and elected members out of the Town Hall and into the Town Hall Extension (THX). In the main an 8:10 desk ratio is in place in THX
- The Flexible Working Policy Framework has been refreshed, services are now able to create their own flexible working arrangements within the remit of the framework. The Council has received Timewise Accreditation. Wider review of policies ensuring alignment
- Following procurement, planning is now in place for the introduction of the new intranet and Microsoft 365, alongside work to plan for the replacement of the Wyse terminals as part of the end user device strategy (phase 1)
- Commencing in April, roll-out of all three projects will be aligned, driving improved ways of working. Early adopters will 'go live' in April ahead of planned migration on a location/service basis completed by September, using learning from the Google roll-out. Resources are in place to support delivery from Microsoft, ensuring a focus on change and technology as the

How will it benefit residents? A more engaged and productive workforce will lead to **improved job satisfaction and service delivery**. This will ultimately provide a better service to our customers, building rapport and strengthening connections to our residents and businesses, and all jointly working towards the vision for our city, Our Manchester.

What difference will this make?

Having the right tools in place that support **better collaboration with partners**, and lots of opportunities to get the job done in new and more efficient ways. We'll also be able to more easily **engage all of our staff** (including frontline) through the new intranet and modes of communication.

3/Improving Our Processes

What is it?

There are thousands of business processes within the organisation with a number being duplicative, time consuming or unwieldy. The aim of the Improving Our Processes workstream is to **review, streamline and, where possible automate, business processes to enable staff to be able to fully focus upon delivering high quality services** to the residents of Manchester. To drive this aim a primary output of the workstream is the development, in conjunction with volunteers from across the organisation, of a methodology which will be accessible to staff to enable them to drive business process change organisation wide.



Where are we up to and what's next?

- A review and delivery of a new Recruitment, Joiners, Movers, Leavers (R)JML process was selected to develop, test and deliver the methodology as one of the key challenging processes. The review has been completed with detailed design, delivery and implementation of a new process now in progress
- The methodology has been agreed which will be rolled out to other business process.
- Involvement and training of the volunteers has been ongoing throughout the phases to support the future roll

How will it benefit residents?

A process enabling the faster recruitment of staff, and therefore reduction in time that roles remain vacant, will **enable better quality and continuity of services to residents**. Improving our processes in general will ensure more **timely, efficient delivery of services to residents**.



What difference will this make?


The production of a streamlined (R)JML process will **reduce time consuming, frustrating and duplicative activities** to enable staff to be recruited, move or leave the organisation in a more timely fashion.



4/Designing the Future Core

What is it?

The Corporate Core is a critical enabler for frontline staff across the organisation to deliver services to our residents. Following recent changes made to the structure of the core, further work is planned **explore how it might need to further develop how it works, from our working practices and the tools that we use, through to the services delivered to both internal customers (staff) and our residents.** This will be the practical description of how the Corporate Core will need to work to enable the council as a whole to deliver the Corporate Plan




Where are we up to and what's next?

- A number of structural changes have been made to the core in the last 12 months including bringing together Policy, Performance and Reform, and changes within a number of other service areas
- With services now brought together we need a new operating model, setting out how services will be delivered to support the organisation through key processes and functions, rather than from the perspective of the service.
- The next step in designing this future operating model is to understand what we do now, and how we do it at a more detailed level, working with services within the corporate core. The method for this review has been designed by staff volunteers who will also deliver the review which will be complete by June 2020.


How will it benefit residents?

Ensuring the core is as efficient and effective as it can be will improve the quality of front-line services through ensuring they are well supported and freed up to **invest time and resources into working with residents.**



What difference will this make?

Understanding where we are now, and working to transform and improve the corporate core will ensure the organisation continues to be well led, and that the **services provided to internal customers (staff) and residents are as effective and efficient as they can be.**



5/Improving resident and business access to digital services

What is it?

There are a number of critical systems and technologies which are now out of support or will go out of support soon which underpin the delivery of many services to our residents and business across channels i.e telephony, website, email. This work will ensure we **replace these systems and technology with a fully integrated set of digital public services which our residents and businesses will find easy to use and will be designed around their needs and expectations, giving them improved and more joined up access.** We will use the opportunity to review our current delivery models and customer journeys to improve satisfaction whilst reducing our internal demand costs.

Where are we up to and what's next?

- The programme has taken stock and focused on work to stabilise the current technology to ensure a planned approach with full engagement with residents and members. As a result:
- Work is underway to extend the current website contract to July 2021. Options for next steps following July 2021 are being explored.
- The implementation of the new Income Management solution, CivicaPAY is progressing well and still on target to go live in October 2020. The solution will simplify payment collection and administration, making payments easier and more secure (for card payments through PCI compliance) for residents and the organisation to manage payments
- The Telephony procurement has concluded and the contract award report is due for signature.
- Work is progressing to procure a partner ahead of April to undertake a detailed design/planning exercise by September on our approach to customer relationship management including engaging with residents using established neighbourhood forums

How will it benefit residents?

Services and supporting technology will be **designed around the needs and expectations of our residents and businesses to ensure they are highly satisfied with the level of service received** when interacting with the Council, including being able to track requests, and doing more online where appropriate

What difference will this make?

Residents and businesses will experience a **significantly improved service** when interacting with and accessing Council services. Our internal demand costs will be reduced through building an integrated digital business technology platform