



## Finance Sub-Committee 30 November 2015

### Business Transformation Update

#### Purpose of report

The purpose of this report is to introduce the Business Transformation Plan, provide an update on current Business Transformation Programme projects and to request funds, from the Council's Improvement Reserve, to be made available to the Business Transformation Team.

#### Attachment(s)

Appendix 1 – ENC Business Transformation Plan Nov 2015

#### 1.0 Introduction

- 1.1 Following appointments earlier on in the year, the Business Transformation Team has been fully resourced for just over six months. As a result, a number of improvement projects are now underway with several others in the pipeline. The Council's Business Transformation Plan has also been drafted and contains the overall vision, objectives, governance and control framework for the programme.
- 1.2 During one of the projects, known as the Paperless Planning project, it has been necessary to purchase additional equipment that was not identified during the budget setting process for 2015/16. This has included a tablet computer and accessories, to allow the trialling of mobile working, and additional computer monitors to allow the trialling of a paperless office environment. Funding for this equipment was eventually found within Planning Services; however, this may not be possible in the future in Planning or in other service areas. For this reason it is requested (see section 4 of this report) that some funds be made available from the Council's Improvement Reserve to allow the Business Transformation Team to fund such purchases directly.

#### 2.0 Business Transformation Plan

- 2.1 The Business Transformation Plan, which can be found in Appendix 1, fulfils a number of purposes. Firstly, it sets out vision and mission of the programme and how it will help deliver the outcomes detailed in the Corporate Plan. It also details the governance arrangements and decision making processes that are in place to ensure the programme remains aligned to the future direction of the council.
- 2.2 The Business Transformation Plan also contains a high level work plan which illustrates how different projects interlink and have dependencies on each other.
- 2.3 The plan is not designed to be a detailed technical document, but one that staff can easily understand and buy into. It will be updated on a regular basis to cover what work has been delivered along with updated project plans.

#### 3.0 Current projects

##### 3.1 Hybrid mail

- 3.1.1 Hybrid mail involves using an external service provider to meet all of the postage needs of an organisation. This involves sending an electronic print file, via a portal, to the external provider, who uses an automated process to print the item, place it in an envelope, adds any inserts and post it out. This would remove the need for the

manual intervention of council staff in the process and would also allow ENC to benefit from the reduced postage costs that providers are able to enjoy due to the large volumes of mail they post out on a daily basis.

- 3.1.2 Initial calculations suggest that implementing a hybrid mail solution (along with an internal email initiative) will lead to cashable savings in the region of £23,000 per annum. There will also be savings in staff time in the region of 1800 hours per annum.
- 3.1.3 Hybrid mail service provision is covered by the Crown Commercial Service RM1063 framework agreement. There are currently 22 hybrid mail service providers signed up to the framework. Each provider on the framework has gone through an approval process to ensure that they meet the specifications of the framework. However, there is still the opportunity to undertake a further mini-competition to ensure specific council requirements are met and that we achieve best value for money.
- 3.1.4 Under this framework the council will shortly be entering a mini-competition to identify the most suitable provider. It is possible that, as a result of the competition, the cashable savings already identified may increase. The procurement process will take approximately two months and it is hoped (due to the likely delay caused by the Christmas holiday period) that it will be completed in early February.
- 3.1.5 Upon completion of the procurement process, hybrid mail will be rolled out across the council in a gradual manner. An initial pilot will take place in Customer Services and Building Control followed by a planned roll out across the rest of the council. It is envisaged that the current annual billing process, for council tax and business rates, will be carried out by an external provider in 2017.

### **3.2 Printer replacement**

- 3.2.1 Members will recall that a review of printing has been undertaken over the course of the calendar year. A printer replacement project is now underway to establish the future needs of the council in respect of equipment. The amount of printing at the council will reduce over the next 18 months to two years as various initiatives, such as paperless working and hybrid mail, are implemented. The fleet of printers at the council should reflect the changing approach to printing, not only to ensure best value for money, but also to promote the paperless environment we aspire to achieve.
- 3.2.2 Initial estimates suggest that, by moving to a leased printer solution and drastically reducing the number of printers around the building, the council could save in the region of £39,000 per year.
- 3.2.3 The specification for a set of leased printers has been written based on the council's printing data from 2014/15. At the time of writing this report, staff have not yet been consulted on this proposal, so the final specification may differ slightly. The current target date for completing the procurement of new printers is February 2016, with an implementation date to be agreed with the supplier chosen following the conclusion of the procurement process.

### **3.3 Cedar Drive office space leasing project phase 1**

- 3.3.1 The latest update with regards to the office space leasing project is detailed in a separate report to Finance Sub Committee.

### **3.4 Paperless Planning**

- 3.4.1 The paperless working trial, led by the council's Business Analyst, is currently taking place within ENC's Planning Management Team. The trial is taking place over a 3-4 month period with the aim of making a single Planning Officer's caseload entirely paper free. One of the Planning Management team is adopting new ways of working as well as utilising new technology as part of the trial.

- 3.4.2 The initial feedback is extremely positive with real progress being made in a number of areas. The trial is also throwing up a number of obstacles and challenges which are being addressed by the trial team as and when they occur. One such challenge is an increased understanding of the time and cashable savings that paperless working will lead to. At the completion of the trial a benefits report will be produced detailing the expected benefits if paperless working is rolled out across the rest of the team.
- 3.4.3 Upon completion of the trial the next stage is to roll out paperless working throughout Planning Management. It is also expected that much of the learning will be transferable to other teams and service areas at the council.

### **3.5 Recycling contamination reduction**

- 3.5.1 The Waste Services Team is currently working with a consultant, from a company called Alexander-CCC, in a scoping project to look into the possibilities of reducing the amount of contamination in recycling that is routinely collected as part of the waste contract.
- 3.5.2 Assistance was sought from the council's Residents Panel and, following a good response, Mike has conducted 10 interviews with residents in which he has sought to get a better understanding of their recycling habits and what triggers certain behaviours with regards to recycling.
- 3.5.3 If the scoping work suggests the likelihood of significant savings then a scoping report will be brought to Finance Sub Committee requesting further funding to allow the project to progress.

### **3.6 Commercial development**

- 3.6.1 Over the summer an LGA funded consultant delivered a number of commercial awareness workshops to staff at ENC. The aim of the workshops was to get staff to start thinking more commercially in terms of the services the council offers. Many other local authorities are involved in various types of commercial activity and the council needs to look proactively for commercial opportunities and exploit them as and when they are identified.
- 3.6.2 The consultant also worked closely with the Business Transformation Team to produce a commercial framework to help staff to develop their ideas. This commercial framework will be part of a set of tools and reference materials that will eventually be available to staff via the new intranet.

### **4.0 Business Transformation trial funding**

- 4.1 The Business Transformation Team is adopting a step by step approach to introducing improvements. This involves the use of trialling and experimentation to determine what does and doesn't work and to ensure that changes fit with and are not forced upon teams and service areas.
- 4.2 The initial pilot and current trial of paperless working in Planning Management has involved the purchase of a number of pieces of experimental equipment and software such as a Samsung Galaxy Tab 4 tablet and Site Audit Pro application. Before each purchase was made research and development was carried out to ensure, as far as possible, that it was the most suitable option for the trial requirements.
- 4.3 Funding for these pieces of equipment was sourced from within the current Planning Services budget; however, this may not be possible moving forward and is unlikely to be possible in other service areas. The ideal solution would be for the Business Transformation Team to have funds available for the purchase of developmental equipment moving forward.

4.4 It is recommended that a sum of £10,000 be made available, from the council's Improvement Reserve, to allow the Business Transformation Team to fund new equipment purchases and other expenses associated with future trials and initiatives that will be part of the Business Transformation Programme.

4.5 The use of this money will be under the authority of the council's Business Transformation Manager. He will be responsible for ensuring that funds are spent appropriately and must be able to justify any purchases made.

## **5.0 Equality and Diversity Implications**

5.1 There are no equality and diversity implications arising from the proposals.

## **6.0 Legal Implications**

6.1 There are no legal implications directly arising from these proposals.

## **7.0 Risk Management**

7.1 There are no major risks with this proposal.

## **8.0 Resource and Financial Implications**

8.1 There are financial implications associated with this report which are raised in the body of the report.

## **9.0 Constitutional Implications**

9.1 There are no constitutional implications arising from this report.

## **10.0 Corporate Outcomes**

10.1 This report details projects that will contribute to the delivery of the following corporate outcomes:

- Good Value for Money – The projects set out in the high level plan aim to increase efficiency across the council, providing good value for money to the council tax payers of East Northamptonshire
- High Quality Service Delivery – Increasing the efficiency of services and processes will allow staff to spend more time focusing on the important aspects of their services and deliver a higher quality service
- Effective Management – Maximising the use of available resources to benefit the council is a demonstration of effective management

## **11.0 Recommendation**

11.1 The Committee is recommended to

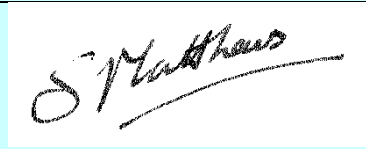
- (1) Agree the content and format of the high level Business Transformation Plan

*(Reason: To confirm the Business Transformation Programme is moving in the right direction and allow that direction to be communicated to staff.)*

- (2) Agree for the sum of £10,000, from the Council's Improvement Reserve, to be made available to the Business Transformation Team for the

purpose of purchasing equipment and covering other expenses associated with future trials and initiatives

*(Reason: To allow the Business Transformation Team to purchase equipment and materials to allow the progression of future trials and initiatives within the council.)*

<b>Legal</b>	Power: Local Government Act 1972				
	Other considerations:				
<b>Background Papers:</b> N/A					
<b>Person</b>	<b>Originating</b>	David Bennett, Business Transformation Manager			
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<b>Date:</b> 12 November 2015					
<b>CFO</b>		<b>MO</b> 20/11/15		<b>CX</b>	



# **EAST NORTHAMPTONSHIRE COUNCIL'S BUSINESS TRANSFORMATION PROGRAMME PLAN**

## **NOVEMBER 2015**



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## Document Revision

Revision date	Version No	Summary of Changes	Changes made by
29 Oct 15	V1.0	Draft copy	DB



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## 1.0 Purpose

The purpose of this document is to outline the high level plan for East Northamptonshire Council's Business Transformation Programme. This document will cover all aspects of the programme ranging from the vision and high level outcomes, and how they link to the corporate plan, through to the programmes work areas, governance arrangements and how we engage with staff.

## 2.0 The Corporate Plan

The ENC Corporate Plan outlines the key outcomes that the council needs to deliver over the next four years. Many of these are externally facing outcomes that need to be delivered to the residents of East Northamptonshire. However, to do this effectively with a continued decrease in centralised funding, the internal methods of delivery will need to be improved.

The objectives of the Business Transformation Programme work directly towards the following outcomes from the Corporate Plan:

- **Good value for money**
- **High quality service delivery**
- **Effective management**
- **Councillors and staff with the right knowledge skills and behaviours**

Effective implementation of the programme will allow service areas and teams to work more effectively towards achieving the other outcomes in the corporate plan.

The Business Transformation Programme will support the delivery of the Corporate Plan in the following ways:

- Improving efficiencies across the council to allow staff to focus on the aspects of their jobs that add value to residents and aid the delivery of the corporate plan
- To support staff in new projects to ensure that they have appropriate resources and can be delivered effectively. This will help to increase and develop confidence in risk management and risk appetite.
- To engage with staff to give them the confidence and competence to challenge processes and change ways of working
- To introduce continuous improvement, so it is more than just an aspiration, creating practical steps that people can actively follow to make continuous improvement part of everyday working

## 3.0 Vision, mission and organisational aspiration

### 3.1 Vision

The vision of the Business Transformation Programme is:

'A modern, flexible, self-sufficient organisation with motivated people who have all the tools and support they need to deliver sustainable, innovative and rewarding change'

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## 3.2 Mission

The mission of the Business Transformation Programme is:

- To work with people across our organisation to improve our services and ways of working
- To provide benefits to our customers and our employees
- Help people to develop the skills and confidence to make improvements themselves

## 4.0 Workstreams

Projects in the Business Transformation Programme will fall under one of four workstreams. Each of these workstreams covers a key area in achieving the outcomes detailed in the corporate plan. The four workstreams are:

**Income Generation** – This will bring together the council’s many varied opportunities for generating income and take viable projects through to fruition

**Business Process Review** – This will continue the current work of reviewing business processes, introducing new technology and creating an internal improvement framework

**Service Provision** – This will look at the way we provide both our internal and external services and explore options for future savings

**Business Intelligence** – This will drive the use of customer insight and performance data throughout the council to ensure we meet both our corporate outcomes and customer needs

## 5.0 Governance

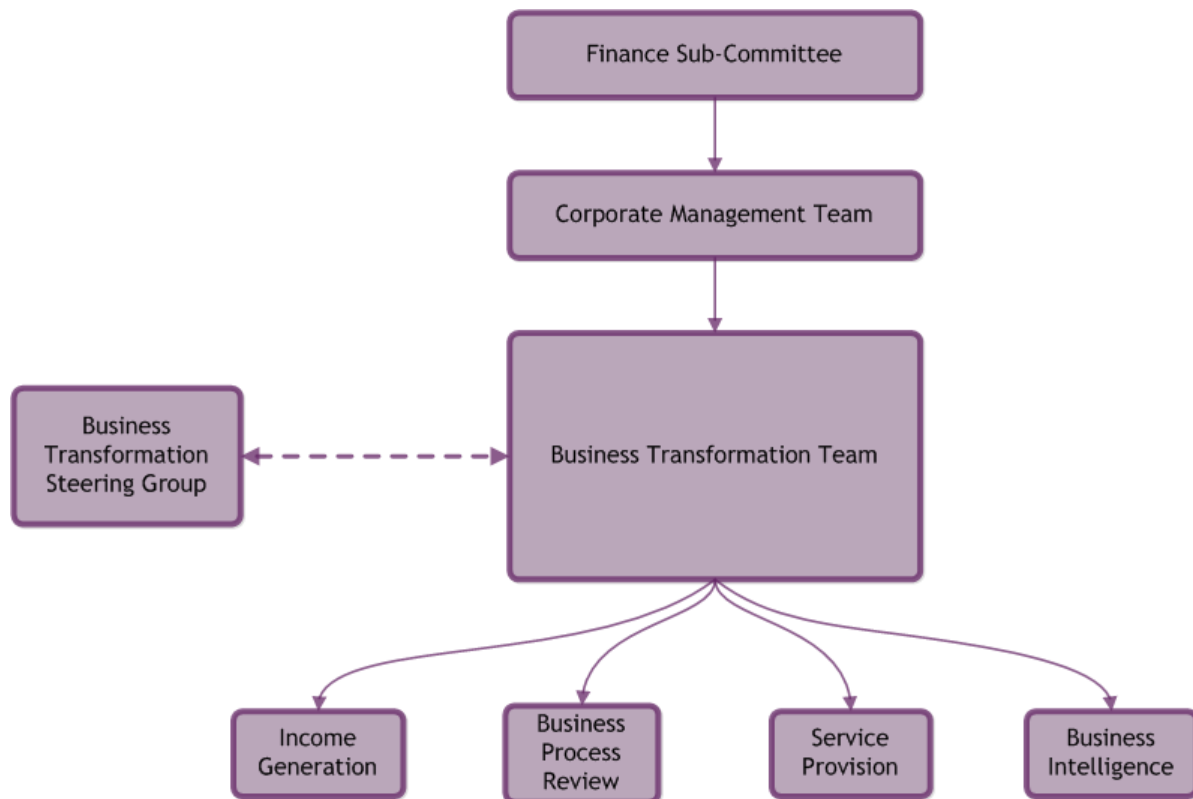
Governance of the Business Transformation Programme will utilise the decision making process that is currently in place at ENC with two small additions (see the summary in Figure 1).

Projects will still need to adhere to the principles and procedures as set out in the Project Framework, however, for more complex undertakings a detailed business case will need to be constructed to allow decisions to be fully considered.

The second addition is the establishment of the Business Transformation Programme Steering Group. Whilst the group has no decision making powers it provides a crucial link between Council Members and the Business Transformation Team. The group is able to provide areas of focus for future projects and provide guidance on whether potential projects should be taken forward, to ensure they complement and enable the future direction of the council. The Steering Group will also review the progress of current projects and provide support where necessary.

The decision making process will still require projects to be approved by CMT and then committee (if required). CMT will also prioritise projects on a case by case basis to ensure the best use of available resources.

The Finance Sub Committee will receive regular Business Transformation Programme update reports and can escalate issues to the Scrutiny Committee if required.



**Figure 1 – Business Transformation Programme governance structure**

## 6.0 Staff engagement

One of the key dependencies for the success of the transformation programme is for ENC staff to be fully engaged and making a contribution to the programme. Without this it will be difficult to introduce real improvements and we will not realise all the potential benefits of the projects involved.

Each individual business transformation project will have its own staff engagement and communications plan.

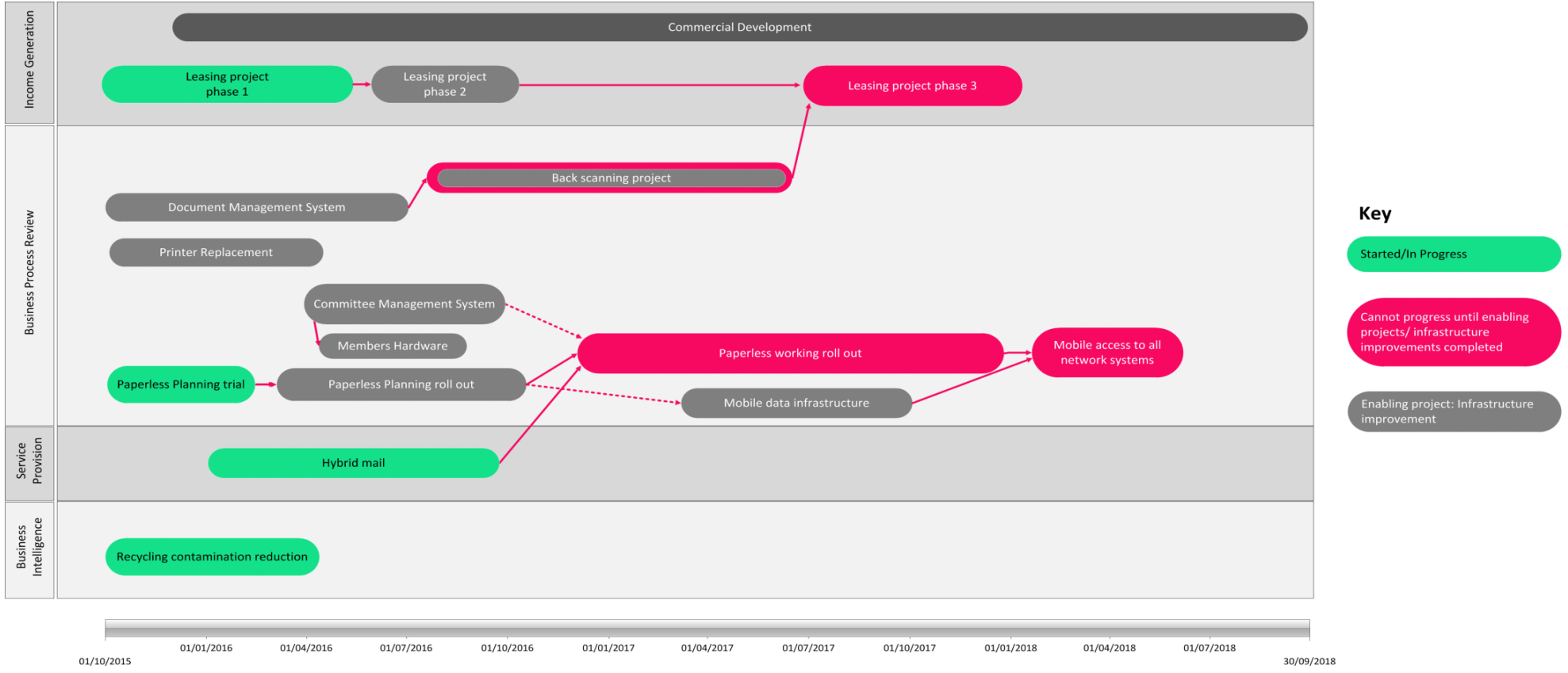
## 7.0 Benefit realisation

To ensure business transformation projects effectively realise potential benefits a project review will be carried out 6 months after a project has been completed. This review will compare the expected benefits of a project to those actually realised.

The results of such reviews will be reported to the Finance Sub Committee as part of the Business Transformation Programme updates.

# 8.0 High level plan

Figure 2 sets out a high level view of the Business Transformation Programme plan. It shows the projects that are currently underway, along with future projects some of which cannot be started until other 'enabling' initiatives have been completed.



ENC Business Transformation Team  
High Level Plan

Fig. 2 – Business Transformation Programme high level plan