

Corporate Review Committee – 13 January 2014

Transformation Programme Progress

1. Recommendations

- 1.1 That the Committee reviews and comments on the progress of the Transformation Programme
- 1.2 That the Committee identifies any specific issues it would like to be addressed in the next Transformation Programme progress report.

Report of the Director of Democracy, Law and Transformation

Summary

2. What is the Select Committee being asked to do and why?

- 2.1 Your Committee has reviewed the Transformation Programme on a quarterly basis since 2011. This provides an opportunity to determine how your Committee can best contribute towards the delivery of the Transformation Programme.
- 2.2 In addition, Corporate Review Select Committee may identify projects which should be subject to more in depth scrutiny by the relevant Select Committee for which the issue falls within its remit. This will be identified by the relevant Select Committee Chairman for consideration as part of the respective work programmes. The detail in the Transformation update will not be sufficient to enable in depth scrutiny of a specific project and should not be seen as scrutiny having been formally consulted on specific proposals. The detail should be considered by the relevant Select Committee as part of their work programme. Section 5 sets out details of the Programmes/Projects that are currently being considered as part of the Select Committee work programme.
- 2.3 This report provides an overview and update on the existing Transformation Programme supported through Transformation Support Unit (TSU) and the Organisational Development Service (ODS).

Report

3. Background

- 3.1 Your Committee received a progress report on 21 October 2013. At this meeting your Committee requested a quarterly update in January 2014.
- 3.2 Programmes/Projects within the TSU basket are ranked according to a return on investment (ROI) assessment, impact on outcomes, reputation and complexity. Projects are assigned sponsors and Cabinet Member leads, details of the projects and associated sponsors are set out in **Appendix 1**.

- 3.3 A brief overview of each Programme/Project within the TSU basket is set out in **Appendix 2. Appendix 3** sets out details of other key activities undertaken by the ODS.
- 3.4 A review of the projects within the Transformation Programme has been undertaken. The following projects will move to “business as usual” before the end of the financial year
- Early Years and Child Care**
 - Support Services**
 - Business Consumer Protection**
 - Transport Review**
 - Academisation**
 - Staffordshire University Academy**
 - Staffordshire Place**
 - Staffordshire Public Sector Network**
 - Customer Integration**
 - Access Information Advice and Guidance**
- 3.5 The TSU will work with relevant services to ensure that projects are transferred to the business safely and with appropriate plans in place.
- 3.6 A number of projects will flow from the new Strategic Plan. The first of these is the Achieving Excellence for Young People project. Details of any additional projects added to the TSU basket will be reported as part of the next quarterly update.
- 3.7 An overview of performance regarding the delivery of the Transformation Programme financial benefits is set out in section 7.

4. Link to Strategic Plan

- 4.1 On 18 December 2013 Cabinet were provided with an update on the evolving work to date in preparing our Strategic Plan and Medium Term Financial Strategy (MTFS) which sets out the vision of what we hope to achieve for Staffordshire in the next four years and the ways we will work with our residents, communities, businesses and partners to gain the maximum impact from every pound we spend. An update regarding the MTFS is contained elsewhere on your agenda
- 4.2 Over the past four years we have focused Transformational activity on what people in Staffordshire tell us is most important to them, finding more effective ways of working, and managing the business well with fewer resources. Resident feedback and our performance measures show we have made a good start on the transformation of Staffordshire County Council and the county’s public sector to better meet the needs of local people today and tomorrow.
- 4.3 Over the past four years we have delivered financial savings of £130m. Over the last 2 years the Transformation Programme has delivered savings of £80.5m, enabling the freezing of Council tax, and supporting the County

Council to work with partners, such as NHS, to make every pound of taxpayer's money we spend have the most impact on our communities. Over the next four years we have plans, or are developing plans, to deliver further savings of £100m.

- 4.4 But as the way people live their lives changes, the council needs to respond and adapt, and this demands not only further transformation in of the way the council operates but also a significant reform of the whole public sector locally. As the resources available to local government contract, it is no longer sustainable financially - nor is it right - to deliver public services in the traditional way.
- 4.5 The Transformation Programme will support the County Council's refreshed approach to Achieving Excellence through strategic commissioning, help drive work with partners to delivery improved outcomes for local people and build new and innovative approaches to take more services into people's communities, at a time and in a way that suits them, rather than expecting them to come to us.
- 4.6 Our Transformation is about a connected Staffordshire where public services are built around people and communities, giving them the power to create great places and decent lives for themselves in their local communities.
- 4.7 As the Strategic Plan is developed, the Transformation Programme will evolve to focus on the activities prioritised within the Strategic Plan and Medium Term Financial Strategy.

5. Link to Other Overview and Scrutiny Activity

- 5.1 Corporate Review has lead responsibility for holding the Cabinet Member for Finance and Transformation to account for progress against the overall Transformation Programme. The MTFS (Medium Term Financial Strategy) Working Group is undertaking its investigations currently and will report back to Corporate Review on the 28 January prior to presenting their findings to Cabinet. The Working Group will be considering the impact of financial elements of the Transformation Programme.
- 5.2 The projects currently being picked up as part of Select Committee work programmes include:

Transformation Project	Select Committee
ESS (Entrust)	Prosperous Staffordshire Select Committee (issue scheduled for the January or March meeting)
Infrastructure+	Prosperous Staffordshire Select Committee/ MTFS Working Group (update provided at the December meeting of Prosperous Staffordshire)

Transformation Project	Select Committee
Support Services Review	Corporate Review (issue scheduled for the January meeting)
Families First	Safe and Strong Communities Select Committee (Divisional visits to district teams underway)
Modernisation	Healthy Staffordshire Select Committee (the outcome of the Day Services Modernisation consultation will be considered by the Select Committee in January)
Independent Futures	Healthy Staffordshire Select Committee (issue scheduled for the February meeting)
Achieving Excellence for Young People	Safe and Strong Communities Select Committee (issue scheduled for meeting on 20 January)

5.3 Some of the overall messages include:

- The importance of robust governance and quality assurance mechanisms. Commissioners of services must make explicit what outcomes are expected, how these will be measured and the accountability arrangements in place should quality fall short of what is expected.
- Recognition of the need for the pace of change where improved and cost effective services have been agreed but also the need to support vulnerable groups through the period of transition and for any such transition to be managed appropriately.

6. Equalities and Legal Implications

6.1 The Operating Model provides greater opportunity to deliver outcomes which are focused on local need, either geographical or communities of interest. Legal implications are considered as part of the project plans. Business cases for new change projects include an equality impact assessment or a Community Impact Assessment.

7. Resource and Value for Money Implications

7.1 The Transformation savings target in 2011/12 was £33.831m. The Transformation Programme delivered savings of £34.185m an overachievement of £254k. The target for 2012/13 was £36.228m and the Transformation programme delivered savings of £46.308m an overachievement

of £10.080m. The total overachievement for the period 2011/12 to 2012/13 was £10.334m.

7.2 The MTFFS savings target for 2013/14 was set at £36.951m. The position as at December 2013 was as follows

- Latest Position £29.269m
- Delivered £14.703m
- High confidence £6.637m
- Medium confidence £7.198m
- Low confidence £731k

The savings target has been reduced for a number of reasons including - Independent Futures (£1m), Home Improvements and Adaptations (£400k), Families First (£360k), SSOTP (£400k), Transforming Welfare Benefits (£150k) Savings in the wider Health Economy (£2.4m), Additional Procurement Savings (£1.728m)

7.3 There is a focus on working to either increase the confidence or get early visibility around non-delivery of the savings judged as having a medium or low confidence of delivery. Challenge sessions have been established to support this work and recovery plans are being managed.

8. Risk Implication

8.1 A tiered approach to risk is employed for the management of the Transformation Programme, with strategic risks managed through the Strategic Leadership Team (SLT), programme level risks managed through the Challenge Board, Portfolio level risks managed through Service Programme Boards and project risks managed through individual project boards. Informal Cabinet receives a monthly progress report regarding the Transformation Programme with Cabinet Portfolio Holders briefed regularly regarding Transformation progress including risks and opportunities.

8.2 Risks that cannot be mitigated at a project level are escalated up to the portfolio level and risks that cannot be mitigated at a portfolio level are escalated to the programme level.

8.3 The cross cutting strategic risks identified through dependencies, interdependencies, resource conflicts are managed by the TSU and escalated to the Challenge Board, SLT and Informal Cabinet.

8.4 The Challenge Board maintains the risk register for the Transformation Programme which will be fed into the corporate risk register.

9. Climate Change Implications

9.1 The Transformation Programme includes a number of projects which will reduce the County Council's carbon footprint including the Corporate Property Strategy, Transport Review, review of residential services and Staffordshire Place

10. Health Impact Assessment Screening

10.1 The impact on public health has been considered whilst developing the Transformation Programme. This matter is being considered on a project by project basis.

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Appendix 1 - Project Sponsors

Portfolio	Project	Project Sponsor	Cabinet Member	Cabinet Support Member
Access and Insight	Customer Integration	Dionne Lowndes	Ian Parry	
Access and Insight	Access, Information and Guidance	Nichola Glover Edge	Ian Parry	Mark Sutton
People	Special Educational Needs and Disability Development Plan	Julie Forest Davis	Alan White	
People	Home Improvements and Adaptations	Helen Trousdale	Alan White	Mark Sutton
People	New Academy Conversion	Anna Halliday	Ben Adams	
People	Modernisation (LD Day Ops, LD Res, OP Day Ops)	Andrew Reece	Alan White	
People	People System Replacement	Anu Singh	Alan White	
People	Total Staffordshire Blake	Angela Schulp	Mike Lawrence	Mark Sutton
People	Independent Futures Programme	Aliko Ahmed	Alan White	
People	Supported Housing	John Tradewell	Alan White	Mark Sutton
People	Achieving Excellence for Young People	Eric Robinson	Robert Marshall	Mark Sutton
People	Children's Service Integration	Richard Hancock	Mike Lawrence	
People	Transforming Welfare Benefits	Anu Singh	Alan White	Mark Sutton
People	Building Resilient Families and Communities	Mick Harrison	Robert Marshall	Mark Sutton
People	Staffs University Academy	Anna Halliday	Ben Adams	
Place	Infrastructure Plus	Helen Riley	Mark Winnington	Simon Tagg
Place	The Deal	Helen Riley	Philip Atkins	
Place	Transport Review	Clive Thomson/ Andrew Marsden	Mark Winnington	Simon Tagg
Support Services	Support Services	Sander Kristel/Rob Salmon	Ian Parry	
Support Services	Centres of Excellence for Dementia Care	Andy Burns	Alan White	
Support Services	Strategic Property Partner	Andy Burns	Ian Parry	
Support Services	Staffordshire Place	Jamie MacDonald	Ian Parry	

Appendix 2 – Brief overview of the Programmes/Projects in the TSU basket

Place Portfolio

The **Infrastructure+** seeks to procure a partner by 1 April 2014 through a competitive dialogue process to establish a strategic partnership for the delivery of a range of infrastructure-related outcomes. Final bids will be received by mid-December 2013. A preferred bidder announcement is planned for late January 2014. Contract award planned for end of March 2014.

Staff briefings were held in October and November to provide staff with the opportunity to engage with the project leadership team, including lead members. An event was held for staff to engage with the final three bidders. ODS has also participated in dialogue (IPD) discussions to provide comment and feedback to the preferred bidders to enable them to determine their final presentations. With the conclusion of this phase of engagement activity; the transition of OD tools into the service; the review of the people strategy and the preferred provider being selected in January 2014 the Organisation Development programme will be renegotiated to ensure support is targeted to meet the strategic needs of this programme of work. ODS will continue to work with HR to develop the retained client function following any transfer agreement.

The **Business and Consumer Protection** project will move back to business as usual following a decision by board in December 2013. TSU closure complete by end of January 2014. Conversations are in progress with the Districts and Regional partners to explore how we could work together to achieve improved effectiveness and service efficiencies.

City Deal, “Powerhouse Central”, will deliver good jobs and economic growth in Staffordshire and Stoke-on-Trent through the delivery of a synergistic programme of energy generation projects linked to new employment sites, enterprise and innovation initiatives and large-scale workforce up-skilling. High level discussions are being held with central government.

The **Transport Review** project will move back to business as usual following a decision by board in December 2013. TSU closure complete by end of January 2014.

Support Services Portfolio

This **Support Services** programme will enable the development of support service with systems, skills and capacity designed to meet the requirements of a commissioning led organisation; and where applicable enabling trading of support services externally.

Strategic Property Partner - the procurement of a Strategic Property Partner in partnership with the Staffordshire Police has now commenced. Following the Bidders day in November 6 bidders responded to the Pre-Qualification Questionnaire (PQQ). The evaluation of the responses has commenced and will be completed in January. Bidders meeting the minimum requirements will be invited to commence in a competitive dialogue process in January.

An Organisational Development engagement, change and transition support programme is being delivered. An initial survey identifying employee engagement is currently being analysed with actions being incorporated into the second communications and engagement plan. Staff volunteers are currently involved in PQQ evaluation.

Public Sector Network (PSN) - to provide a network capable of supporting the day-to-day operations of the County Council and its Partners; upgrading or replacing the County Council's current telephony estate and supporting the County Council's ambitions to facilitate a Staffordshire-wide PSN by March 2014.

The **Staffordshire Place project** addresses the construction of Staffordshire Place, provision of accommodation and facilities management; the decommissioning of properties and implementing of new ways of working.

In October, a decision was made to extend the project timescales for **The Centres of Excellence for Dementia and Ageing Well** in order to examine the changing landscape in health and social care provision, whilst also engaging with partner organisations.

At the time of drafting this report, work is on-going to consider the existing health and social care environment in order to ensure that this process achieves the best care for people in Staffordshire with dementia, and provides good value for money.

Access and Insight Portfolio

The **Customer Integration** project involves the assessment and design of services for potential inclusion within the contact centre, including schools admissions, school meals and fostering. This work is designed to deliver a quality service with high user satisfaction.

The **Access Information Advice and Guidance** Programme ensures that the organisation recognises the importance of Information Advice and Guidance (IAG); and utilises customer insight to achieve behaviour change and ultimately deliver outcomes. An evaluation of **E-Market Place** providers has now commenced to support the development of the final Business case prior to the end of the financial year.

People Portfolio

The **Building Resilient Families (BRF)** - the Family Intensive Programme (FIP) is focusing on those families requiring the most intensive support is bedding in. The second tranche of payment by results money has been claimed. Links are being developed between BRF and the Early Intervention Foundation work that is being led by the Office of the Police and Crime Commissioner. A workshop has been held to begin to scope out this work.

Stakeholders are being engaged in the project and there is now a targeted Organisation Development and Employee Engagement plan in place to ensure that intended outcomes are realised.

The **Special Educational Needs** project - pathfinder visits to authorities developing best practice have been completed. Project governance has been established. Work streams have been designed and a high level plan has been developed. Key messages have been shared with stakeholders including partner organisations and carers. The reference group have been notified about upcoming co-production activities. ODS is directly supporting the development of a clear staff and stakeholder engagement strategy and contributing to the initial workforce redesign work.

Adult Social Care Modernisation. Older People - following public consultation, approval has been given to close Leek and Cheadle Older People Day centres, these centres will be closed by February once alternative provision has been arranged for all service users. LD Residential – 58 service users are currently remaining in council residential homes.

Children's Integration – an outline business case for Children's Integration has been developed. Commissioners are developing their commissioning intentions document to inform the next iteration of the business case. ODS is undertaking an assessment to identify the Organisational Development and workforce development needs of the future service in order to effectively target resources.

Achieving Excellence for Young People - the initial engagement with stakeholders has concluded. This feedback from this was shared with Scrutiny in November. A report has since been prepared for December Cabinet which seeks permission to begin public consultation on the Staffordshire Youth Offer. Providing permission is given to consult a report will be taken to Cabinet in March setting out the outcome of Consultation together with a recommendation on the future of the service.

The **Home Improvements and Adaptations** project - the participation agreement has been signed by all District Councils and executed by SCC. The transition phase is now being planned. The tender return date is 16 December. Following evaluation the decision to approve the award of contract will be at the board on 25 February 2014 with contract award letter issued on 10 March 2014. Service to go live on 1 Jul 2014.

Blake – the programme is being reviewed by the Local Strategic Partnership (LSP) and arrangements for transition to LSP management and being planned. The aim is to handover this project to the LSP by June 2014

Welfare Benefits – options are still being developed in partnership with the District Councils for the future delivery of the service. An OD plan is in place to support any staff transition requirements.

Supporting People – the scope for the Supporting People project is currently under review.

Academisation – two schools became Academies on 1 December (Chesterton and Churchfield Primary Schools), Six more schools are in train to become Academies on 1 January (Norton Canes, Heath Hayes, Springhill, Silverdale, Flaxhill and Lark Hall), One is planned for March, with a further three planned for April. The TSU is working with the service to transition this work to business as usual.

Independent Futures – work is on-going to produce an Outcome Based Commissioning Specification and associated performance measures. The service is focused on work to strengthen new ways of working and delivering savings in line with the Financial Recovery Plan. Advice and support to improve staff engagement, communication and capability is being delivered in partnership with the leadership team.

Early Years and Childcare – the project closure report for Early Years and Childcare is being produced and will go to Families First Management Team on 17 December.

People System Replacement – issues relating to Staffordshire and Stoke on Trent Partnership NHS Trust (SSOTP) accessing CareDirector are being addressed as a matter of priority. The implementation of functionality to support Zero Based Reviews is being planned. The migration of Children's data is in progress. Work to determine the location for the on-going support team is progressing.

Appendix 3 – Brief overview of other key activities undertaken by the Organisation Development Service (ODS)

Commissioning Delivery Hub

ODS has undertaken an initial diagnostic of Strategic Commissioners needs for a Commissioning Delivery Hub. This is informing the OD delivery plan which is being scoped in partnership with the service area.

Leadership

Leading for Excellence

This period has seen intensive support to the Strategic Commissioning Group, as well as the introduction of monthly business briefings for the leadership pool. A programme of activity to identify skills and capabilities of the leadership pool has been completed and is being analysed by the OD service. This will inform a series of master classes and further business briefings in the New Year.

The next senior manager's conference is in development and will be held on the 9 January 2014. Planning for "My Performance Conversation" is underway with a view of full roll-out commencing in March 2014.

Performance and Culture

Leading for Performance

The 'Real Conversation' campaign has commenced with the introduction of a new internal look, feel and core messaging to promote, communicate and embed the vision, values and behaviours. This is being rolled out aligned to core business planning, messages and activities.

Vision, Values and Behaviours

The ODS is now working to integrate these through the 'Real Conversation' campaign into everyday ways of working. To ensure aligned and consistent messages. ODS have worked with Communications colleagues to create an organisation-wide Communication and Engagement strategy and plan which is now being implemented.

Partnerships

Health and Well-being Board

ODS has commissioned external resource to support alignment and future direction of the Board.

Business as usual - One Council

Information Governance Unit review

Agreed plan of support delivered to leadership and management to support effective service transition during and post restructure. This work is now closed.

TSU

OD strategy and plan, focused on creating an externally traded service, is now underway. Support around leadership alignment and identifying future best practice has been delivered.

Finance Accountancy Organisation Design

Commissioner feedback on future requirements have been reported, feeding into the design of the future workforce roles and capacity, which is almost complete. Job Roles have been mapped against a full matrix of National Occupational Standards, Qualification Credits Framework and Professional Award standards for Finance, to ensure consistent competence levels within job roles and appropriate person specifications.