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04 December 2008

To: All Members of the Overview & Scrutiny Committee

Dear Member,

Overview & Scrutiny Committee – Budget Scrutiny
Monday December 8th 2008, 6:30pm

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

**6. ADDITIONAL INFORMATION RELATING TO LEADER'S PORTFOLIO:
ACHIEVING EXCELLENCE UPDATE (PAGES 1 - 16)**

This report provides an update on the Achieving Excellence programme, and should be read in conjunction with the Pre Business Plan Review for the Leader's (Performance) portfolio.

Yours sincerely

Jeremy Williams
Principal Committee Coordinator

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Agenda item:

Cabinet**on 18 November 2008**Report Title: **Achieving Excellence Update**Forward Plan reference number (if applicable): **N/A**Report of: **Catherine Galvin, Programme Director, Achieving Excellence**Wards(s) affected: **ALL**Report for: **Information****1. Purpose**

1.1 To provide Cabinet with an update on the Achieving Excellence programme.

2. Introduction by the Leader of the Council

2.1 Haringey is a three star Council aspiring to be even better. Achieving Excellence is an important vehicle to achieving higher performance and more people centred services that provide public value to our citizens. We have tough financial times ahead and we are looking to the programme to help us to meet the challenges ahead by helping us to develop into an organisation that can adapt effectively to change, operating with a sustained performance and efficiency.

3. Recommendations

3.1 That the information is noted.

3.2 That the Chief Financial Officer is given authority to amend the Value for Money programme as deemed necessary (refer para 10.3)

Report Authorised by: **Dr. Ita O'Donovan, Chief Executive**Contact Officer: **Catherine Galvin, Programme Director****4. Chief Financial Officer Comments**

4.1 As indicated in the Council's financial strategy, the Achieving Excellence programme will realise additional savings of £5m over three years. Details of the financial targets are included within paragraph 10.

5. Head of Legal Services Comments

5.1 Legal advice will be sought on particular projects on the programme at various stages as necessary.

6. Local Government (Access to Information) Act 1985

6.1 N/A

7. Introduction

7.1 As members will be aware, Achieving Excellence is one of three improvement programmes currently being implemented designed to improve the performance of the Council, the others being Regeneration and Better Haringey.

7.2 Achieving Excellence aims to deliver more efficient, cost-effective, customer-focused services by improving the Council's operating infrastructure: our people, processes and systems. The programme aims to:

- Find new and better ways of doing our work to meet the changing needs of our customers
- Focus our limited resources to areas that makes the greatest difference to improving the life experiences of our residents
- Help us to develop into an organization that can adapt effectively to change operating with a sustained performance and efficiency

7.3 The programme will deliver efficiencies of £5m over the next three years.

8. Achieving Excellence Overview and progress

Achieving Excellence is divided into five streams, each of which has clear priorities for improving our work. An overview of these streams and progress to date is included below.

8.1 Citizen Focus

We need to ensure that the needs of our customers are at the heart of all we do. This work stream aims to improve the way residents interact with us by establishing easily-accessible 'portals' to services and developing bespoke services that ensure residents have choice and independence.

8.1.1 There are two projects, Access Pathways and Customer Contact, within this stream both designed to look at simplifying the ways in which the public gains access to the council and the services we provide.

8.1.2 The **Access Pathways project** to date has involved an examination of existing information and access routes into Adult Culture and Community Services

(ACCS) and the team has already carried out a comprehensive mapping exercise across a range of social care services working with CSED, the consultancy arm of the Department of Health. This has identified a series of opportunities for improving customer access.

- 8.1.3 The project has also teamed up with national charity 'Start Here' to launch an easy-to-use directory of services and voluntary groups, accessible from the home page of Haringey's website which connects people to a wealth of information on social, health, housing, education and employment issues.
- 8.1.4 The **Customer Contact project** will design and deliver a strategy for an improved customer experience and Value for Money Customer Services function, aligned to back and front office functions across all Council services.
- 8.1.5 To date, an IDeA Customer Services Peer Review has been conducted and key findings will be reported shortly which will inform the development of the strategy.
- 8.1.6 In conjunction with this, work is underway to analyse the core processes and costs of existing channels used by customers to contact the Council, and propose how efficiency savings could be made by encouraging customers to use alternative channels (i.e. phone or internet). Target groups have been identified and a survey produced and sent to over 2000 people. Response data from the survey is being analysed by the Corporate Consultation team.
- 8.1.7 Further work is being undertaken to analyse trends in customer groups, to give an understanding of the customer experience and their relationship with the Council through in-depth interviews.
- 8.1.8 The analysis that has been undertaken so far across both of these projects will be used to refresh the Customer Services Strategy to ensure that the outcome of a more efficient interface between the Council and our customers is realised.
- 8.1.9 There will be some changes to this work stream as Access Pathways is part of the Personalisation Programme. The governance can be streamlined through transferring this project to the Personalisation Programme. The Director of ACCS will continue to be a member of a revised Board that will address both the Customer Services Strategy and the information requirements needed to support the Strategy.

8.2 **Smart Working**

- 8.2.1 The work within the Smart Working stream is helping us make maximum use of our office space and create a modern, greener, productive work environment that enables staff to better serve residents. We are also committed to 'leading by example' in the bid to reduce waste and preserve the environment by:

- centralising the majority of office space into one main hub in Wood Green
- disposing of older, less efficient buildings
- contributing to a reduction in our carbon footprint
- investing in a great place to work for our staff
- redirecting the savings we make to front-line services

8.2.2 Discussion have been held with every DMT and several SMTs across business units and in-depth needs analysis meetings have been held with approximately 50 managers across the Council to identify specific needs and concerns and assess readiness for change. The main elements of change include:

- **Desk sharing** – The Accommodation Strategy assumes the desk ratio will be 7:10 (i.e. 7 desks for every 10 employees) with 6:10 where staff are mainly out of the office. Currently all employees have a desk
- An **open plan layout** with desk sharing will be adopted together with an allocation of 2.5 linear metres of on-floor central filing per employee
- The implications of the management of **home-working and other flexible working** options
- Business Units within Directorates will be co-located where possible
- Corporate “**touch down**” **space** will be provided in major buildings where staff who are not normally based there can drop in to work

8.2.3 The **Accommodation strategy** which is based on assumptions derived from the Smart Working programme was agreed at Cabinet on 14th October 2008. The report included:

- Accommodation Plan to achieve vacant possession of the buildings to be disposed.
- Capital Improvement Plan to extend the capacity and improve the working environment within the buildings to be retained.
- Disposals Programme to develop and dispose the buildings and sites being vacated.
- Facilities Management Plan to facilitate greater sharing of and flexible use of space, enable future change requests to be more speedily delivered, and deliver efficiencies through reduced premises costs

8.2.4 Delivery of the programme is planned to start in April 2009 for completion in March 2012. Delivery of the Accommodation Strategy will realise revenue savings of £1.45m. In addition, £300k savings will be realised in 2010-11 through the implementation of IP Telephony which will lower costs associated with conference calls and telephone usage. Progress for this stream remains on track.

8.3 Knowledge and Information Management

8.3.1 We need to share, use and store information intelligently in order to be able to make evidence-based decisions about priorities and investments. This stream is therefore about improving the storage of, access to and delivery of information. It includes:

- Upgrading **the Intranet** to become the main source of corporate and operational information and **internal** communication
- Putting together information we hold on our geographical information system (**GIS**) with other information we have about our borough and our customer e.g. Joint Strategic needs analyses, the borough profile etc., so that we have a composite and area based view of the issues and needs of our citizens into the future. This is absolutely essential as it enables evidenced based decision making on the future delivery and commissioning of services. The new Comprehensive Area Assessment (CAA) will test this fully and, in any event, in this time of financial constraint it is essential that members are clear that the organisation is spending the right amounts of money on the right things in the right places.
- Ensuring that we maximise the investment we have made in SAP, a Council-wide IT solution that can help reduce the number of IT systems that we need to maintain
- Ensuring that we have the systems to respond to the Government's performance agenda and making sure we make effective use of performance information to improve services.

8.3.2 To date a series of 'quick wins' to improve **Harinet** (involving changes to, for example, the way the telephone directory is used) are underway.

8.3.3 The new **SAP** Customer Relationship Management (CRM) system has been launched and is fully operational. The next stage is to establish where links can be made between this and other systems to make customer contact more efficient and better for the customer. Work has begun on the next stage of SAP development which will focus on improving our asset management through the implementation of SAP's Asset Management system.

8.3.4 The **GIS** system is already being used by numerous departments in the Council to inform their service planning and plans to extend the use of the system are being finalised. Resources to support a wider implementation of GIS are in place.

8.3.5 Work has started to implement a new **performance management system** that will support the new reporting requirements in respect of the CAA. Procurement and tender evaluation activities have been taking place with final potential suppliers being short-listed. The contract is on schedule to be awarded in October.

8.3.6 The stream is also looking at ways of extending staff knowledge and information so that they can deal with a range of problems and queries instead of being confined to their particular area.

8.4 **Operating Model**

- 8.4.1 We need to carry out a health check of the systems at the heart of our working lives, to ensure they are fit to support a modern London borough. This stream is made up of projects that are all finding new ways of working to improve Council services. We are particularly looking at the way we work in partnership, the way we share and commission services, and at our management structure and capacity.
- 8.4.2 A **Commissioning Framework** was developed in appraising the options for re-letting the public realm contracts. This work culminated with a report to Cabinet on 15th July 2008 where Members agreed the procurement option for the Public Realm. The next stage of the process will include the development of the contract documentation, appointment of external advisors and a consultation process. A Cross Party Member Steering Group has been set up to oversee and steer the development of both the highways and waste management procurement.
- 8.4.3 Achieving Excellence's role in the procurement of the Public Realm is complete for the first stage. It is envisaged that a review of the clienting and contract management functions will take place nearer the end of the procurement process. However, the next phase for Commissioning within the Operating Model is the development of the council's overall Strategic Commissioning framework, building on the Public Realm work.
- 8.4.4 An **NNDR shared services project** is being carried out in the Local Taxation service as a low risk option for piloting a shared service. Haringey has been working in partnership with two other local authorities to develop the shared service however one of these authorities has had to withdraw recently. This withdrawal has resulted in a number of delays to the project. A contingency plan is and is being enacted.
- 8.4.5 Haringey has been working in partnership with a number of other local authorities to develop a **shared Out of Hours service**. The procurement phase for this work has been completed and the over-arching Out of Hours contract between the London Borough of Ealing and Vangent (the successful supplier) has been formally signed. The contract is open to all members of the London Contracts and Supplies Group (CSLG) therefore Haringey has the option to join the shared service via an individual Access Agreement depending on the outcome of our own feasibility study.
- 8.4.6 Findings from a feasibility study (undertaken to consider Haringey's readiness to join this shared Out of Hours service) have been reviewed, and some further work is being undertaken as a result of these findings. The main issue is an additional one off cost of £25k plus additional annual costs of £50k for which further cost and benefit analysis of the potential options needs to be carried out.
- 8.4.7 With respect to the other projects within this stream, the **Procure to Pay project** is seeking to improve the way goods and services are bought on a day-to-day

basis across the council. Work to date has included a review of systems data to better understand current areas of non-compliance and an organisational review that has included face-to-face interviews and an electronic survey with a range of procurement staff across the Council. Opportunities for improving the efficiency and effectiveness of the process have been identified through the course of this work and the next stage will be to implement changes.

- 8.4.8 A project to review **central support** functions has commenced which will develop models of support service delivery that are efficient, high performing and well perceived by users within the Council.

8.5 Value for Money

- 8.5.1 In order to be perceived as excellent, we need to spend taxpayers' money wisely and in line with government guidance and residents' requirements. This stream comprises:

- a programme of reviews that will assess all Council services over the three years 2008/09 to 2010/11.
- a Sustainable Financial Planning Project using zero based budgeting techniques within the Children and Young People's Service (CYPS) which seeks to understand how the service compares to those in other local authorities, and to evaluate what we could do better. The outcome from this work will ensure that resources are directed to the areas that will have the greatest benefit for our residents. It is anticipated that the work being undertaken in CYPS will be used as a blue print to be applied across all services in the future.

- 8.5.2 Cabinet on 19 February 2008 agreed a three year Value for Money programme. The **Value for Money programme** has specific objectives to:

- Identify efficiencies and/or improve services with existing resources
- Embed existing good value for money practice throughout the Council
- Consider whether existing services are efficient and effective
- Take opportunities to reduce costs and improve performance through changing delivery mechanism

- 8.5.3 The Stream Board has agreed a target efficiency of 3% of gross budgets based on government targets for efficiency for the public sector. A review methodology has been developed which is based in analysing the service in terms of **Performance, Efficiency and Perception**. The first round of project reviews has been carried out using this methodology. Each review is carried out over six months, following which an action plan is agreed for implementation. The implementation plan will continue to be monitored by the Board. Five reviews are in the final stages of completion:

- Adult Learning Disabilities
- Benefits and Local Taxation

- Legal
- Communications
- Building Control

8.5.4 A summary of the key findings and proposals for efficiency savings is as follows:

Adult Learning Disabilities

8.5.5 The Service has made a number of improvements against key performance targets over the last few years, however there are further improvements that are required in the assessment and review processes for which actions plans will be developed. The Service is generally perceived to be innovative with awards given for schemes such as the Stars in the Sky dating agency.

8.5.6 In terms of efficiency, the initial findings from the review are:

- The usage of residential care is high; the numbers of new clients entering residential care has reduced significantly. The issue is an historical reliance on residential care. The Service continues to explore opportunities for supported living and/or support in the community to reduce these numbers where possible
- The costs of some individual external residential packages seem high and these are currently subject to individual review and renegotiation with providers
- There are potential savings through the use of the 'fair pricing tool'. This is absolutely dependent upon the pan-London work yielding results.
- The service could further promote independence by exploring further options for supported living.
- The service will also explore options for the effective use of accommodation assets
- The service will deliver administrative efficiencies through the deletion of half an admin post that has yet to be identified.
- Savings will be achieved through transfer of older learning disability service users into internal residential/nursing placements over the next three years.
- We compare well with other authorities in terms of income raised

8.5.7 The Value for Money target for the service was set at £440k. This target will be achieved through the initiatives referred to above. The risks to achieving these savings are:

- Ongoing price negotiations with providers relies on sufficient training and support for staff to enable the maximum effect to be achieved
- The work to realise savings with external providers is based on a review of individual client needs in addition to the negotiation with providers. It will take time to fully establish the saving that may be achieved from this work

Benefits and Local Taxation

8.5.8 In terms of performance, Haringey has been classed by the Audit Commission as a 'medium performance' authority in comparison with its nearest neighbours group. The benefits administration service received a Comprehensive Performance Assessment (CPA) score of 3 in 2007. In terms of cost, the latest

Audit Commission profiles places the service 7th highest within its comparator group, which would place it in the upper medium quartile.

8.5.9 The key findings are summarised as:

- The review indicated that a high level of standards is being achieved in benefits processing. However in comparison to a benchmark the service undertake a high number of activities to achieve this standard leading to higher costs.
- Productivity within the benefits processing teams should be improved through a reduction in divisions of labour, target setting and follow through and an investment in twin screens.
- The Local Taxation service is also undertaking a high number of activities in comparison to the best performing authorities. Although activity costs are low the number of activities lead to a high cost of collection per property.
- The cost of customer services is high but reflects a high volume of calls and personal visits. Specialist BLT staff should be located within the front facing offices to avoid a high number of enquiries being referred to the processing teams.
- A streamlining of correspondence including content and format of bills, letters and information leaflets needs to be undertaken to improve the customer interface and reduce the level of customer contact at the call centres

8.5.10 The review findings indicate efficiencies can be achieved through process improvement and use of technology. The review proposes a process of de-layering of staff and process changes leading to increased productivity resulting in expected staff reductions. The Value for Money target of £237k will be achieved in this way.

8.5.11 The potential to achieve more savings through implementing initiatives to increase productivity will be explored through the improvement plan for the service.

Legal Services

8.5.12 The Legal service is generally perceived to provide a good service by both Members and client services. The amount the Council spends on legal services is, however, high compared to other authorities, particularly in respect of children's social care. Expenditure on counsel is also high. Proposed measures to reduce costs are:

- Restructuring of the legal service to provide a flatter management structure and to provide for senior advocates to reduce reliance on external counsel.

- Guidance and training to client services and lawyers to improve risk management across the council
- Targets for reduction in expenditure with external counsel
- Providing for specialist contracts project advice to achieve savings on external legal expenditure

These measures will achieve the value for money target of £139k and the savings targets agreed in the Council's financial plans.

Communications

8.5.13 The new CAA framework for assessing how well the Council and its partners are performing and improving services comes into effect from 2009. The communications function has an important role to play in keeping residents and other stakeholders informed.

8.5.14 The review was a cross council review of the communications function. Some of the key findings were that there is good communications performance, against measures for the central service and that there is recognition of the work of the unit from a number of recent awards achieved. These include:

- The Communications and Consultation Unit was highly commended in the PR Week Awards 2008 as public sector team of the year
- In 2008 Haringey Council's website came joint first for web usability in a survey by Webcredible.
- In the residents' surveys for the last two years, the external website has been cited the best customer contact channel.
- The Better Haringey Campaign was commended in the Strategic Communications Campaign category.

8.5.15 Measures for directorate performance are less clear. In addition, the review found a requirement for improvements in central planning of communications to better manage the work and resources throughout the Council. A communications network will be set up in line with the Communications Strategy. This should allow efficiencies to be realised through improved co-ordination and planning by:

- Reducing the quantity of individual service publications, adverts and campaigns by co-ordinating communication by target audience rather than individual directorates. Publications will be part of the new planning framework.
- Re-enforcing the consideration of a web-only option for communicating when a publication is requested
- Better control of the design and print budgets

These measures will be further developed through implementation of the Communication Strategy. Pre-agreed savings on design and print are already built in to the business plan for the central communications unit.

8.5.16 The target saving from the Value for Money review is £145k. It is proposed that these are met as follows:

- *Recruitment – Haringey People*
The Council was spending over £60k per year on producing and distributing 3000 copies of a printed vacancy bulletin each fortnight. A new approach from November will see a one page advert in Haringey People with a small selection of current vacancies, encouraging people to visit the Council website for the full range of opportunities and to apply. This will generate savings of £38k
- *Attendance at the LGA Conference*
It is proposed not to have an exhibition stand at the conference. This will achieve savings of £21k
- *Revised distribution strategies for Haringey People* - Some benchmarking carried out as part of the review confirms that the distribution cost of Haringey People is comparatively expensive, largely due to using the Royal Mail for delivery to every household. Options for alternative distribution means could generate savings of £47k
- *Staffing restructure across the Central and Service Departments*
There are potential efficiencies in bringing together some of the central and service functions, however this will need to be further worked through in line with the recommendations of the Communications strategy. A target of £39k has initially been set for this part of the review.

Building Control

8.5.17 This is a small service located within the Planning Service in Urban Environment and is responsible for enforcing the authority's statutory responsibilities for building regulations. Apart from assessing submitted plans and inspecting work on site the service is also responsible for the enforcement of building regulations, the supervision of demolitions, providing a 24/7 dangerous structures callout service and enforcing safety at sports grounds.

8.5.18 The Building Regulations part of the service is self-financing in accordance with CIPFA Building Control accountancy guidelines and this has been achieved within the required accounting periods. Part of the statutory service provided is non-chargeable under regulation. This is approximately 34% of the service, which is broadly in line with our comparator authorities.

8.5.19 The key findings from the review are as follows:

- Haringey's gross spend per 000 population is comparable with most authorities in our comparator group with the exception of Tower Hamlets and Islington, who have significantly larger teams and is reflective of the structural developments in those areas.
- Income per head is again average compared with most authorities, again with the exception of Tower Hamlets and Islington

- The service is comparable on most of the key indicators used to measure the service for cost and efficiency.
- The charges set are discretionary, provided these are within 10% of the recommended level agreed by the Local Government Association. Haringey Building Control set charges in accordance with these rules.
- Charges for Haringey were last agreed in 2006 and are lower than some of our neighbours

8.5.20 The target for efficiency savings in respect of the Value for Money review is £27k which will be met by increasing charges to be more in line with other local authorities. It is proposed to increase the charges for Schedule 2 Building Notices by on average £40, this will generate an estimated £17,000 pa and changes to Schedules 1 and 3 will generate a further estimated £10,000 pa. It is proposed that charges are increased in line with the Council's general review of fees and charges.

8.5.21 There is a further potential to achieve efficiencies through developing the use of mobile working and by marketing the service which will be further explored as part of the improvement plan.

Children and Young People's Services

8.5.22 As part of the Value for Money programme, Cabinet on 19 February 2008 agreed a zero-based budget process for the Children & Young People's Services. This work is being carried out by Turner and Townsend in July 2008. The work is on target to complete on 5th November 2008.

8.5.23 The following areas have been agreed as a focus for efficiencies

- **Children's Social Care** – The business process for referral and assessment could be more streamlined; the costs per placement for residential care; and investigation into the possibility of reducing the total life cost of foster care placements
- **Integrated Working** – Identify further efficiencies in developing integrated working; streamline administration to take advantage of co-location; improve approach to managing change across Children's services
- **Commissioning** – to develop commissioning capacity to enable outcomes to be improved for the same or less resources. This does not mean spending less on children's care, but on improving the way we commission services.

8.5.24 Savings of £250k will be achieved in respect of the Value for Money target. Efficiencies identified above this target will be subject to decisions made through the budget planning process.

Next Steps

8.5.25 The first round of reviews is in the process of being completed. Action plans will be developed and progress will be overseen by the Board. The next reviews planned to start in this financial year are:

- Property Services
- Organisational Development and Learning
- Mental Health Services

8.5.26 The Value for Money programme agreed in February also planned for reviews to be carried out in Procurement and Economic Regeneration. These have been deferred to ensure that all reviews currently in place for this year can be fully completed

10. The financial targets associated with the Programme

10.1 The programme has a three year target to achieve savings of £5m. The Council's financial plans assume a profile of savings of £1m in 2008-09 and £2m in each of the following two years. The projected savings for each of the streams are summarised as follows:

	2008-09 £000	2009-10 £000	2010-11 £000	Total £000
Citizen Focus	0	0	0	0
Smart Working	0	200	1,550	1,750
Information Knowledge Management	250	-200	100	150
Operating Model	150	370	150	670
Value for Money	603	1,440	400	2,443
Total	1,003	1,810	2,200	5,013

10.2 At this point, the planned target for efficiencies for the Programme will be achieved, although there are a number of assumptions being made that will be clarified as individual projects are progressed and finalised. The current assumptions are as follows:

10.2.1 **Citizen Focus** – No savings are assumed for this work stream in respect of the target for Achieving Excellence.

- 10.2.2 **Smart Working** - the savings will be achieved through the accommodation strategy within the original profile. The recent work on the accommodation strategy has confirmed that these efficiencies remain on target. The 2010-11 forecast also includes £300k in respect of the IT telephony project
- 10.2.3 **Information, Knowledge Management** – the year one savings is one off only in respect of early release of the Siebal contract. It is assumed that this stream board will identify savings of £150k overall. At this point, the permanent savings associated with the projects within this stream have not yet been identified
- 10.2.4 **Operational model** – overall savings to be achieved from the review of support services are £0.5m, the Procure to Pay project is assumed to achieve £128k and the NNDR project £45k. These projections will be revised as final reports are submitted
- 10.2.5 **Value for Money** – The target savings are based on the current programme. The forecast is based on a 3% projection of the gross budgets of those services within the programme. While a 3% efficiency target on all council budgets will generate savings in excess of £2.4m, there must be some concession for efficiencies not being identified during some reviews and/or an identified need for investment.
- 10.3 The Value for Money programme set out a programme of reviews over a three year period. We are, however, a dynamic organisation where changes taking place at both an organisational and individual service level, may mean that the programme may need to be adapted in order to both support new changes and to ensure efficiencies are identified at the right time. It is recommended that the Chief Financial Officer is given the authority to be able to flex the programme when required. Amendments to the programme will be reported to Cabinet during the programme reporting cycle.

11. The Achieving Excellence Team

- 11.1 The team is comprised of the Programme Director, a Strategic Project Manager, a Financial Manager and additional Project Managers for two further projects have been appointed from within Haringey. The Strategic Project Manager acts as both a challenge and support to a network of Project Managers across the programme to help ensure correct project management procedures are adhered to and that staff are supported in their roles. The Financial Manager is dedicated to overseeing the programme budgets and to provide challenge to individual projects on value for money and efficient use of resources. The additional cost to the council of the project team in 2008-09 is £0.4m. In addition, £120k has been expended on external challenge in respect of the work commissioned by Turner & Townsend.
- 11.2 This is a three year programme and funding has been set aside for the next two financial years in respect of the cost of the team. It should be noted that if there is a need to extend the programme that there would need to be a consideration of the resource implications.

12. Change Management

- 12.1 The Achieving Excellence programme has a significant cross-Council impact which will need to be effectively coordinated, communicated and supported to help business units transition from old to new ways of working whilst ensuring there is minimum impact on service delivery. The programme is therefore seeking to build capacity within the business units to lead and manage change, with support from the programme team.
- 12.2 The programme is of a size and scope, however, that it cannot be driven forward solely by a small central team, therefore key to these efforts will be the role played by CEMB and the senior management team in actively supporting the programme and breaking down barriers to implementation in their areas. This will include inspiring and engaging staff and freeing up staff to become part of a cross-Council change network that will actively own implementation of aspects of the programme.
- 12.3 A series of events have taken place to help build engagement at all levels. A Senior Managers forum took place on 24 September where Achieving Excellence was the main agenda topic for the session. The forum was very well attended and early feedback suggests that most attendees felt that they now had a much greater awareness and appreciation of the aims and objectives for the programme. The programme team will be working with OD&L to consider how future forums (both senior managers' and other forums), could be scheduled to ensure Achieving Excellence has an ongoing presence.
- 12.4 A series of other regular forums have also been held with both the Project Managers and Value for Money business leads and these will continue to be run on a monthly basis where possible. These meetings are proving to serve as effective communication and feedback channels, allowing staff from across the Council to network with others and provide a common forum that encourages discussion on ideas and challenges around the programme.
- 12.5 In addition, dedicated change management resource is being assigned to support those projects with the biggest impact for staff (e.g. Smart Working) and to help provide additional expertise.

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