MALDON DISTRICT
COUNCIL

APOLOGIES   Committee Services
Email: Committee.clerk@maldon.gov.uk

DIRECTOR OF STRATEGY,
PERFORMANCE AND
GOVERNANCE
Paul Dodson

04 August 2021

Dear Councillor

You are summoned to attend the meeting of the;

OVERVIEW AND SCRUTINY COMMITTEE

on **THURSDAY 12 AUGUST 2021** at **7.30 pm**

in the **Council Chamber. Maldon District Council Offices, Princes Road, Maldon.**

Please Note that due to social distancing and space limitations, we require any members of the public or press who wish to attend physically and observe or speak under Public Participation rules at this meeting to complete a request form (to be submitted by 12noon on the working day before the Committee meeting). This will be reviewed and managed according to capacity of the meeting and whether any other persons have already registered.

The Committee meeting will still be live streamed via the Council's YouTube channel for ease of viewing.

A copy of the agenda is attached.

Yours faithfully

Director of Strategy, Performance and Governance

COMMITTEE MEMBERSHIP:

CHAIRMAN	Councillor V J Bell
VICE-CHAIRMAN	Councillor C Mayes
COUNCILLORS	M G Bassenger
	Miss A M Beale
	B S Beale MBE
	R P F Dewick
	M W Helm
	B B Heubner
	C P Morley
	N J Skeens

AGENDA
OVERVIEW AND SCRUTINY COMMITTEE
THURSDAY 12 AUGUST 2021

1.   **Chairman's Notices (please see below)**

2.   **Apologies for Absence**

3.   **Minutes of the last meeting** (Pages 5 - 8)

      To confirm the Minutes of the meeting of the Overview and Scrutiny Committee held
      on 15 April 2021 (copy enclosed).

4.   **Disclosure of Interest**

      To disclose the existence and nature of any Disclosable Pecuniary Interests, other
      Pecuniary Interests or Non-Pecuniary Interests relating to items of business on the
      agenda having regard to paragraphs 6-8 inclusive of the Code of Conduct for
      Members.

      (Members are reminded that they are also required to disclose any such interests as
      soon as they become aware should the need arise throughout the meeting).

5.   **Public Participation**

      To receive the views of members of the public of which prior notification in writing has
      been received (no later than noon on the Tuesday prior to the day of the meeting).

      Should you wish to submit a question please completed the online form at
      www.maldon.gov.uk/publicparticipation.

6.   **Transformation Board Full Report** (Pages 9 - 26)

      To consider the report of the Programmes, Performance and Governance Manager,
      (copy enclosed).

7.   **Working Group of Overview and Scrutiny** (Pages 27 - 28)

      To consider the report of the Programmes, Performance and Governance Manager,
      (copy enclosed).

8.   **Appointment of Representatives on Liaison Committees** (Pages 29 - 30)

      To consider the report of the Director of Strategy, Performance and Governance,
      (copy enclosed).

9.   **Debt Recovery Workplan Item** (Pages 31 - 32)

      To receive a presentation from the Customer, Community and Casework Manager
      setting out details of the Debt Recovery process and consider the report of the
      Programmes, Performance and Governance Manager, (copy enclosed).

For further information please see the Council's website.

10.   **Any other items of business that the Chairman of the Committee decides are urgent**

NOTICES

Recording of Meeting
Please note that the Council will be recording and publishing on the Council's website any part of this meeting held in open session. At the start of the meeting an announcement will be made about the recording.

Fire
In the event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

Health and Safety
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Closed-Circuit Televisions (CCTV)
Meetings held in the Council Chamber are being monitoring and recorded by CCTV.

For further information please see the Council's website.

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**MINUTES of
OVERVIEW AND SCRUTINY COMMITTEE
15 APRIL 2021**

PRESENT

Chairman	Councillor V J Bell
Councillors	M G Bassenger, Miss A M Beale, Mrs J L Fleming, C Mayes, C P Morley and C Morris
In attendance	Councillor N J Skeens

371. CHAIRMAN'S NOTICES

The Chairman welcomed everyone to the remote meeting, held under regulations which came into effect on 4 April 2020 in response to the COVID-19 pandemic.

Referring to the recent passing of His Royal Highness the Prince Phillip, Duke of Edinburgh, the Chairman asked all present to join her in a minute silence in remembrance.

The Chairman then took Members through some general housekeeping issues, together with the etiquette for the meeting and then asked Officers and Councillors in attendance to introduce themselves.

This was followed by a roll call of all Committee Members present.

372. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor R P F Dewick.

373. MINUTES OF THE LAST MEETING

RESOLVED (by assent) that the Minutes of the Overview and Scrutiny Committee meeting held on 21 January 2021 be approved and confirmed.

374. PUBLIC PARTICIPATION

There was none.

375. DISCLOSURE OF INTEREST

There were none.

376. UPDATE ON AGREED SCRUTINY ITEMS

The Committee considered the report of the Director of Strategy, Performance and Governance providing an update on the approach to agreed scrutiny items.

The report reminded Members of two areas of scrutiny the Committee had, at its last meeting, agreed to include in its workplan. The report provided an update on the two areas following the start of information gathering by Officers.

Transformation – Learning from what we have done
The Programmes, Performance and Governance Manager took Members through the report provided at Appendix 1 which detailed a review of the outcomes from the transformation programme and identified learning points. The report highlighted where further financial information was expected, and the Officer explained that the Finance team were working on a wider reconciliation exercise for transformation. Members were requested to consider revising the final reporting date to 31 May 2021 to allow the finance work to be included in the final conclusions.

The Chairman proposed that recommendation (i) as set out in the report be agreed. This was duly seconded.

Members were advised that the report and related papers for the Council meeting in August 2018 were available through the internal I Drive.

In response to a question regarding reviewing the impacts originally identified in the Committee report, Officers agreed to include this within the report.

The Chairman thanked the Programmes, Performance and Governance Manager for her work in relation to this scrutiny report.

Responding to a question raised, the Officer advised that the results of the recent staff survey had been considered by the Performance, Governance and Audit Committee (PGA). The responses had shown that since the last survey there had been a good increase in staff satisfaction and a decrease in turnover. The Programmes, Performance and Governance Manager advised that she would share the report considered by the PGA with the Committee.

The Chairman then put recommendation (i) as set out in the report to the Committee as this related specifically to the Transformation item. Upon a vote being taken this was duly agreed.

A review of the debt collection process and policy and the impact on residents
In Appendix 2 to the report Officers had attempted to address the key outcomes and bring back in interim response as the team involved were very busy managing the Covid response. The Programmes, Performance and Governance Manager outlined the further background information that the response sought to provide. It was noted that staff worked closely with partner agencies to support customers in difficulty although it was difficult to assess issues around vulnerability if people did not engage properly with the Council.

The Chairman thanked Officers for their work putting the report together and particularly thanked Revenues and Benefits Staff for the work they did to support the vulnerable people in the community. She then put recommendation (ii) as set out in the report to the Committee and this was duly seconded.

The Programmes, Performance and Governance Manager reminded Members that this was an interim report and acknowledged that the detail was absent. Due to current pressures on relevant teams this was the reason why an extension to the reporting

timeline had been requested. This extension would allow time to extract the data and provide contextual analysis if for example, enforcement may span between different years.

A lengthy debate ensued and in response to a number of queries raised the following information was provided:

- Members were advised that the Corporate Debt Recovery Strategy covered all debts.

- The percentage of tax payers in arrears etc. was part of the information requested by the Committee but currently outstanding. The Chairman agreed with comments from Members on the importance of such figures but acknowledged the pressures that staff were under at this time and the reasoning behind the request for an extension to the reporting deadline. She confirmed that the Committee would receive a breakdown, so it can identify the problems and specific areas.

- The Corporate Governance Project Officer was the lead Officer in relation to this scrutiny item and Members were reminded that the process was for any communications to be through him. The Chairman advised that if any Members was having problems with this she would follow this up in her role as Chairman.

- It was noted that the Committee had previously requested information regarding the use of attachment of earnings orders versus bailiff action, and this was part of the information outstanding.

- During the COVID pandemic there had been a reduction in Council Tax collection rates and this was reflected in the Council's Medium-Term Financial Strategy and budget setting for future years. Debts were up slightly on previous years.

- It was also requested to include information on how much money we recover from using bailiffs, and the cost of using bailiffs.

Councillor C Morris, the lead Member for this item of scrutiny, raised a number of points of concern and provided the Committee with additional information in respect of vulnerable persons, use of bailiffs and the need to ensure that unreasonable pressure was not put on vulnerable persons in the District.

The Officer confirmed that information requested regarding the number of accounts in arrears, what debts were etc. would be included and fed back to Members.

It was suggested that the Chairman request a review of this item of business be put on the agenda for every meeting of the Committee going forward.

Councillor C Mayes proposed that recommendation (ii) be amended to refer to a deferment of 3 – 4 months at the most. This amendment was duly seconded.

Councillor Morris proposed a further amendment, that the Council stopped sending out bailiffs until the information requested by the Committee had been received. In response he was advised that this could not be determined by the Committee as it was not within its Terms of Reference and a Motion to the Council would be required.

The Chairman proposed a further amendment that a deferment of two months be agreed.

Members discussed the proposed amendments and the importance of the Committee being presented with the information it had requested as reiterated.

In response to a suggestion that a date be given to the deferment, Councillor Mayes amended her proposed amendment to specify that the deferment be until 31 August 2021 with a report then brought to a meeting of the Committee in September 2021. This proposal was duly seconded.

In accordance with Procedure Rule No. 13 (3) Councillor V J Bell requested a recorded vote. This request was duly seconded.

The Chairman put the amended recommendation in the name of Councillor Mayes to the Committee and the voting was as follows:

For the recommendation:
Councillors M G Bassenger, Miss A M Beale, V J Bell, Mrs J L Fleming, C Mayes and C P Morley.

Against the recommendation:
Councillor C Morris.

Abstention:
There were none.

RESOLVED

(i)   That the Committee reviews the initial update on the Transformation Learning item at Appendix 1 to the report and agrees the final report be delayed to 31 May 2021;

(ii)   That the Committee notes the initial response and information provided on the Debt Recovery Process and agrees a deferment of the review to 31 August 2021 (with a report being brought to a meeting of the Committee in September 2021) and redefines the scrutiny item in light of the interim report at Appendix 2 to the report.

377.   ANY OTHER ITEMS OF BUSINESS THAT THE CHAIRMAN OF THE COMMITTEE DECIDES ARE URGENT

The Chairman reminded Members of the requirement to present an annual report from the Committee to the Council for consideration. She requested that Members feed any matters to her by email and advised she would be working with the Corporate Governance Project Officer to compile the report.

The meeting closed at 7.21 pm.

                                                                                  V J BELL
                                                                                  CHAIRMAN
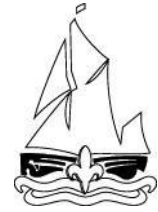
REPORT of
PROGRAMMES, PERFORMANCE AND GOVERNANCE MANAGER
to
OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL)
12 AUGUST 2021

TRANSFORMATION REVIEW FULL REPORT

1.   PURPOSE OF THE REPORT

1.1   To provide a final report on the scrutiny item: Transformation - Learning from what we have done for committee discussion and consideration on any actions / recommendations they would like to take forwards.

2.   RECOMMENDATIONS

(i)   That the Committee receives the updated report set out at **APPENDIX A** and comments on it;

(ii)   That the Committee confirms any recommendations they would like to make to the Council or otherwise.

3.   SUMMARY OF KEY ISSUES

3.1   On 21 January 2021, the Overview and Scrutiny Committee agreed to add to its workplan: Transformation- Learning from what we have done. The original initiation document is available on the website at Appendix A.pdf (maldon.gov.uk).

3.2   On 15 April 2021, the Committee considered a report of findings so far and approved an updated timescale to allow for a finance reconciliation exercise to be fed into the final report.

3.3   Members also requested at this Committee that the original business case implications that were identified also be included in the final report (**APPENDIX A**), to identify what risks and impacts were identified at the outset. These have been highlighted in section five of the report. Section 1 of the report also highlights the governance and reporting and section seven shows examples of risk tracking in the programme.

3.4   The final report is provided at **APPENDIX A** for member review.

3.5   Section four of the report has an analysis of to what extent the original work package outcomes have been achieved, and this has helped to identify potential learning points, which have been summarised in section two of the report.

3.6   Members may, upon consideration of the report have some recommendations about future working practices or Corporate Learning that they would like to take back to the Council as per recommendation (ii) of this report.

4. CONCLUSION

4.1 The full analysis of Transformation and a review of to what extent outcomes were achieved is presented for committee review and discussion on any recommended actions.

5. IMPACT ON STRATEGIC THEMES

5.1 Learning and reporting back on these lessons learned will help contribute to the 'Performance and Efficiency' Corporate goal.

6. IMPLICATIONS

(i) **Impact on Customers** – Customer implications have been analysed in the full report and there may be areas we can focus on to improve customer experience in the future.

(ii) **Impact on Equalities** – Not applicable (N/A).

(iii) **Impact on Risk** – Risks reported for transformation have been included in the report for Member assurance and review of the risk management process.

(iv) **Impact on Resources (financial)** – The analysis covers finance actuals against the original blueprint.

(v) **Impact on Resources (human)** – Transformation impacts to staff have been drawn out in the paper, for member consideration of 'lessons learned'.

(vi) **Impact on the Environment** – N/A.

(vii) **Impact on Strengthening Communities** – Learning from our lessons and improving future processes could have a positive impact on communities

Background Papers: Previous reports to the Overview and Scrutiny Committee

Enquiries to: Cheryl Hughes, Programmes, Performance and Governance Manager.

Transformation- a review of to what extent the outcomes were achieved – final report.

1. Background

At the extraordinary meeting of Council held 9 August 2018, a Blueprint for Transformation was set out by Consultants Ignite and agreed by Members.

There were seven work packages that defined the Transformation programme at Maldon District Council with outcomes underneath each of these. These informed the wider budget framework and savings targets.

The governance for the Transformation programme was set out that:

- Programme manager in post to manage and track delivery of the Transformation Programme. Programme Sponsor was the Strategy, Performance and Governance Manager;
- Lead officers were identified for each work package in the Blueprint;
- Transformation Board – five members appointed by the Council, Corporate Leadership Team and Lead Officers reporting in;
- lead officers provide a RAG (Red, Amber or Green) status, progress report and identify risks and issues for Member challenge monthly;
- Gateway reviews following these meetings were then reported back to the Council and Working Group Members helped share Communications.

As well as tracking Programme delivery, the financial impact was reported in this way.

A reconciliation exercise on the Transformation budgets and their achievements has been put together by finance, and a summary is set out in section six of this report (below).

2. Learning points

Transformation work is an ongoing and iterative process, and although there were large organisational changes between the Blueprint sign off in August 2018 and the structure 'go live' in October 2019, work is still ongoing within some of the work packages in areas like ICT and Process Improvement.

When the revised structure went 'live' in October 2019, not all work packages were complete to be able to fully underpin the new structure (e.g. WP3 and WP4).

The impact of so few staff being job matched, and the higher than expected staff turnover had an immediate impact on project delivery and Staff Wellbeing (WP2), but latest staff survey results shows that staff satisfaction in this area has since increased.

The expectation for process improvement delivery by October 2019 was optimistic, and continual process improvement was not designed into the structure where it should have been (WP4). This has since been addressed with the latest Council budget but should have been identified in the model.

Delay in phones implementation has had an impact on customer experience (WP3).

The vision for the use of Application Programming Interface (APIs) and integrations was also optimistic. System APIs can be very expensive and take 6-8 weeks per process to configure. Work in this area is ongoing and being picked up with the emerging ICT strategy (WP3).

Due to the speed and nature of the operating model process, Training and outcomes were delivered by Ignite and consultancy staff. This has meant Human Resources and management staff have had to take time and build knowledge to become custodians of the structure to be able to embed what was set out (WP1).

Updates to working practices in Culture and Change helped to put the Organisation in a good place to respond to the Challenges of Covid-19 (WP5)

As some of this learning has been identified, the Corporate Leadership Team have worked to address gaps and support staff to ensure we still deliver overall objectives, and this is part of the agile approach of the Organisation.

The future model predicted staff savings of £1 million in the budget from 2021. However, the establishment savings sit at £882,940. This £118k staffing variance is likely due to posts having to be put back in to manage delivery, and externally funded posts being added to the establishment, and has now been accounted for in the Medium-Term Financial Strategy but is a 12% variance to how the Blueprint set out the organisation. NB (externally funded costs will have costs recovered in the year, so savings may go up slightly).

There is a difference between the estimated financials set out in the Blueprint (summary in section 5) and the actual figures. A total pot of 'unachievable savings' of £337k were set out in the Blueprint but have not been delivered, and they have had to be managed through revised Medium-Term Financial Strategies. These were supposed under strategy-based reductions, non-staff reductions and commercial in the original Blueprint, but as the Transformation programme moved to delivery, some of these were identified as not realistic.

3. What could we do more of in the future, building on Transformation?

Promote the new digital customer journeys as they go live, so that customers know they can, for example report Flytipping online. Take a whole organisation approach to embedding digital, including officer and member promotion- for example using a group of Members to test and help launch digital processes.

Conduct ad hoc phone and customer surveys to get feedback on how our ways of working could be improved.

Build on the new resident and staff survey, using feedback to help shape future ways of working.

Focusing on Technology improvements that will improve customer experience.

Continually review our structures and adapt to organisational challenges as an agile organisation.

4. Transformation work packages

A summary of the proposed five work-packages of the agreed Transformation programme is shown below:

Work Package	Agreed outcomes	Analysis	Customer and cost implications
WP1: operating model	This will include the production of all organisation charts and supporting the creation of all new job descriptions and evaluation of these new roles. Coach Corporate Leadership Team (CLT) and senior managers in all aspects of the operating model so that they can continue to build it after the transformation programme is complete	This commenced in July/ early August until the end of August 2018. The above is the timeline for these. There is a central database for phase 1 & 2 of the new Job Descriptions (JD's). There is also an Organisation Structures PowerPoint presentation. There is a spreadsheet of all Job Descriptions which were evaluated in the HR (Human Resources) folders and the majority of these were done in August 2018. All organisational charts used for the consultation, PowerPoint slides, and 80% of JD's were completed by Ignite with Corporate Leadership Team input. The job Descriptions ere provided to HR on request with limited time allowance prior to the Job Evaluation panel meetings. All evaluation Rationales are on file and still referred to for benchmarking other roles on the establishment to ensure all roles align to the new structure. The final Organisational Charts we now use, were produced by HR as a result of the outcomes from the interview process and made available to staff just prior to go live date. Due to the nature of the number of changes and confidentiality with contracts being signed these were not made available too far in advance and only when they could be released and agreed; in line with HR and finance structure sign off with Corporate Leadership Team.	

Work Package	Agreed outcomes	Analysis	Customer and cost implications
WP2: People	Key components of the consultation include: • Supporting CLT in Union engagement • Producing the consultation pack • Overseeing the arrangements for all group and individual consultation meetings • Collating all staff feedback to the consultation Core aspects of the recruitment process, which will run in two large stages in autumn 2018 and spring 2019, will include: • Notifying affected staff that they are at risk. • Evaluating new roles • Assessing any matching and ring-fencing to the new roles • Running the expression of interest and sifting process • Training all appropriate managers for interviewing • Arranging and feeding back on all	The consultation document was produced and is dated 17 Sept 2018, it refers in the document to detailed design workshops being held in August and Sept with staff. Union consultation started 10 Sep 18, group consultation on 17 Sep 18. Individual consultation meetings between 17 Sep and 17 Oct 2018. With all staff in phase 1 being notified from 29 Oct 2018 if they applied for a Tier 2 manager role. After which, assessment and selection for staff for phase one commenced until notifications from 26 Nov 18. These were signed for by employees at the consultation meetings and/or later collected from HR office. HR arranged and sat in on every consultation meeting. There was a Q&A (Question and Answer) which HR collated and responded to every week over a four-week window. These were published on the Intranet. Circa 200 were received and responded to. Amongst these any were objections to the Phase some employees had been included within; these were reviewed by CLT and in some instances, were removed from Phase 1 and placed within Phase 2. Phase 2 commenced March 2019 and go live end of Oct 2019. Union consultation from 18 Feb 2019. Group and individual consultations from 4 March 2019- 4 April 2019. At risk letters are on staff files. All evaluations are captured on the HR spreadsheet. There is an assimilation exercise which the JE (Job Evaluation) panel were asked to consider. After discussion, HR and JE panel were not consulted on this and a decision was made that very few roles were assimilated. This was criticised by	Staff survey results show that between November 2019 and November 2020, 70% of staff agreed that the Council demonstrates a genuine concern for their wellbeing, a 32 percentage point increase from 2019. This can be attributed to the large amount of wellbeing work that has been put in place as a result of remote working and the Pandemic response since March 2020, but is also likely to be a reflection of the impact of Transformation on staff well-being too There was also an internal communication plan for the programme: 📄 Programme Communications Strat R24 'Loss of key skills and knowledge across the

Work Package	Agreed outcomes	Analysis	Customer and cost implications
	interviews • Drawing up all new contracts of employment	employees. Few roles were ringfenced and only a handful were slotted for like-to-like positions. Tier 3 assessment and selections started 29 April 2019. Assessment and selection for remaining phase 2 staff took place 13 May 2019 - 21 June 2019. Offer letters were issued to staff in batches for Phase 1 as there was a tree of succession which had to be followed due to the number of staff affected and the number order of roles they applied for (up to 3 per employee). New contract templates had to be drafted, personalised and issued, and signed copies returned before the Council published individuals' roles in any organisational chart. Contracts were issued starting January 2019 for Phase 1 and Sept 2019 for Phase 2 staff – evidenced in current staff files. All consultation documentation, at risk letters, redundancy letters, interview notes, questions, offer letters and contracts etc are saved on individual staff files. Feedback was provided when requested by the relevant Tier 2 manager only.	organisation, and failure to embrace new working cultures' was identified and reported on the Corporate Risk Register, tracked during this period and then recommended for Closure in October 2020.
WP3: Technology	• Network services • Unified communications • Contact Centre Management • Digital Platform (customer)	We now have 1gb internet (was 10mb), a fully documented network, professional secure Wi-Fi and guest network, new hardware we now have multiple firewalls- whole network is now fully resilient. This was in place July 2019. MS (Microsoft) Teams rolled out to back-office staff Jan. 2020. Old phone system work took longer than expected. A new phone system was launched February 2021, but the delay meant a small number of customers experienced 'dropping calls' when contact volumes were high Firmstep system live from October 2019. Customers able to	Delay had a continued impact on customer experience but was also a result of move to remote working and supplier issues caused by Covid. Over 60% of customers have

Work Package	Agreed outcomes	Analysis	Customer and cost implications
		self-serve for processes that have been built, and ongoing work to add to these. Integrations to the back-office systems not yet fully functioning.	given 4 or 5 star ratings (out of 5) for our online forms since October 2019
	• Laptops and desktops	No longer have on site desktops. All laptops are Windows 10, up to date. We have a rolling three-year plan of upgrades. Completed October 2019.	The impact of not having APIs is seen by staff, as it means manually moving information between systems, and their processes are not as efficient as anticipated.
	• Upgrades & APIs Application Programming Interface	Ongoing, and more complex than original scope feeding into the emerging IT strategy.	
WP4: Process Redesign	To support the implementation of the new organisational structure, there are significant proposed changes to the council's processes. Using the twelve design principles developed through Ignite's transformational work with local authorities over the past decade and our process redesign approach of Eliminate, Simplify, Standardise and Automate, we will redesign the selection of processes identified as a result of the data discovery exercise

This work-package focusses on ~200 priority processes across the areas of Housing, Planning, Building Control, Environmental Health & Licensing, Revenues and Benefits, Community & Living, Leisure, Countryside & Tourism and support services. There is a breakdown of the number of prioritised processes to redesign by functional areas. | Although processes were designed, they were not fully implemented, and Ignite didn't complete as many designs as promised.

Some of the seconded BA's moved roles and left the organisation during the work package, so less.

This work has since been picked up and managed by the programmes, performance and governance team since June 2019 and is an ongoing programme of work.

It can take around 4 - 6 weeks to design, build and implement each process, so the expectation for this work programme was likely unrealistic.

Staff availability to help scope processes was also an issue, as going through the restructure some weren't as engaged with the new processes. | Resource past October 2019 was not identified for this work to continue.

Underspend from the original Transformation budget was utilised to fund a Business Analyst post and Technical build post.

Without this, the organisation would not have been able to respond to the new processes required for Covid requirements, or redesign processes as new technology or legislation emerged.

In February 2021, as part of the budget setting, Council agreed to an additional cost to permanently write this |

Work Package	Agreed outcomes	Analysis	Customer and cost implications
	The process redesign team will be made up of 8 Business Analysts (BA) and a team lead supported by a process redesign specialist and trainer from Ignite. The full BA team is expected to be resourced from within the council through internal secondment. 		resource into the organisation.
WP5: Culture and Change	• The new target culture	• Established new SPG directorate and specific roles to lead on this, and in post from April 2019. • New Service Planning Template • New objective template for all staff (SMART (Specific, Measurable, Achievable, realistic and timely) • New Corporate plan performance reporting to the PGA (Performance, Governance and Audit Committee) since November 2019 • New operational Balance Scorecard report for manager review, and exception reports to PGA since January 2021 • Annual staff survey designed and launched Nov 2019 • Regular 1-2-1's part of the (SMART) objectives process • A project board has been established as part of the	Staff survey results show that between November 2019 and November 2020 82% of staff agreed that they have regular catch ups and one to one's with their line manager which represents 20-percentage point increase from 2019. A 19-percentage point increase was seen in the area of Council leadership. 64% of respondents said they thought that the Council recognizes

Work Package	Agreed outcomes	Analysis	Customer and cost implications
	• Address the perceived mis-alignment between Tier 2 managers, the top team and staff on the ground • Ongoing assessment of readiness and engagement • Comprehensive communications strategy and plan -	Project Management Office implementation • Additionally, not defined by Ignite, but put in place by MDC (Maldon District Council) to continue to support this, the process improvement team. This was approved by the S&R (Strategy and Resources Committee) in October 2019 see Minute 469 https://democracy.maldon.gov.uk/ieListDocuments.aspx?CId=285&MId=1909&Ver=4 Setting out our communications channels and outcomes It enabled the Leadership Team a virtual response to the pandemic eg weekly newsletter online and video logs-the strategy put us in a good place to achieve a shift to digital needed in Covid-19 responses. Without Covid, it would have been a more gradual shift to digital communications, with a mix of in person events. The focus of the content for the staff has been different to what was originally identified, due to a heavy focus on Covid, wellbeing etc. In October 2021 Strategy and Resources will review future comms practices and content post-covid (i.e where face to face staff engagement can be included)	that speaking openly and being transparent about the workplace and any issues, provides opportunities for improvement. 71% of respondents said they were proud to work for MDC whiles 91% said they felt safe to speak openly and honestly about work to their colleagues. Both responses show an increase in 22 and 20 percentage points respectively.
	• Transition plans to support new teams as they go live and embed new ways of working • Tailored learning plans to support staff at all levels adopt new ways of	• Launch of new Service plan template for Tier 2 managers to define ways of working and team plans in March 2019. • Launch of new staff objective template March 2019 – simplified and capturing specific learning for staff	

Work Package	Agreed outcomes	Analysis	Customer and cost implications
	working	objectives. • Specific Agile training workshops for staff ran in December 2019 / January 2020	

5.   Risks and Impacts identified in the original decision making exercise

In the original Blueprint report considered and agreed by the Council on 9 August 2018, the following implications were identified:

1.   Impact on Customers –The Ignite model has particular focus on genuine channel shift and self-service and improving the customer experience

2.   Impact on Equalities – An equality impact assessment will be undertaken.

3.   Impact on Risk – The Transformation Programme Board will regularly monitor the Programme Risk Log. In addition a Corporate Risk around delivery of both the programme and related Organisational Change have been added to the Corporate Risk Register. The model helps to address the corporate risk – Failure to plan and deliver balanced budgets over the medium term.

Risk assessment. A programme risk log is being prepared and managed as part of the project management methodology supporting this project.

Ignite have been procured through the Bloom Consultancy Framework which fully complies with our contract procedure rules and the Official Journal of the European Union (OJEU) requirements.

4.   Impact on Resources (financial) –The total cost of the project can be fully met from Usable Capital reserves and the Council's Transformation reserve.

5.   Impact on Resources (human) – Significant staff resource will be dedicated to the delivery of the programme. This will mean that resources will be redirected away from existing corporate priorities and goals. There will be a reduction in staffing levels at the Council. This reduction will be managed using existing Organisational Change policies.

6.   Impact on the Environment – None specific.

Further to the Transformation Programme being signed off, detailed risk analysis took place and was reported to the Member Transformation Board. An example of this reporting is shown in section 7 below.

In the background section it was the following high level financials were identified:

Our Medium Term Financial Strategy (MTFS) sets out a savings requirement of £1.5 million annual recurrent revenue expenditure reductions by March 2021.

In the summary of key issues. anticipated savings and income from the model are shown in the table below:

		19/20	20/21	21/22
Contribution from 1 (Future Model)	-	(£0.400M)	(£1.000M)	(£1.000M)
Contribution from 2 (Non-staff efficiencies)	-	(£0.075M)	(£0.120M)	(£0.200M)
Contribution from 3 (Strategy based reductions)	-	-	(£0.028M)	(£0.189M)
Contribution from 4 (New commercial profit creation)	-	-	(£0.050M)	(£0.100M)
Cumulative addition saving from 17/18 baseline	**-**	**(£0.475M)**	**(£1.198M)**	**(£1.489M)**

6.   Transformation Financials- actual figures

The finance team have recently completed a reconciliation exercise from the records available to establish the extent to which the Blueprint has been achieved. A summary is set out below:

Salary Savings

A saving of £1m was included as salary savings from the transformation structure by 2020 / 21. Taking the salaries budget as a whole it shows a significant reduction from 2018 / 19 to 2020 / 21.

Original Salaries Budget 2018 / 19	£8,129,700
Adjust for Inflation @ 2% p.a	£8,458,140
Original Salaries Budget 2020 / 21	£7,575,200
Saving	**(£882,940)**

The staff establishment constantly changes, for example externally funded posts, therefore an exact saving figure has not been possible to calculate.

Additional Savings

Further saving options were put forward as part of the transformation and amounted to £891k by 2022 / 23. Of these £554k have been achieved with no more expected in the next year.

Of these £337k unachievable savings of £133k were previously removed from the budget but no further savings are included so no additional removal will be required.

Costs

An analysis of actuals against costs are shown in the following table:

Investment Against Budget (£)					
	2018/19	**2019/20**	**2020/21**	**2021/22**	**2022/23**
Budgeted Costs					
Technology	902,000	170,000	170,000	170,000	170,000
Team - Ignite	377,000	96,900	0	0	0
Team - Contractors	268,000	247,000	0	0	0
Redundancy	400,000	260,000	0	0	0
Sub Total	**1,947,000**	**773,900**	**170,000**	**170,000**	**170,000**
Actual Costs					
Technology	168,906	233,419	290,700	170,000	170,000
Team - Ignite	375,133	61,529	0	0	0
Team - Contractors	69,189	0	0	0	0
Redundancy	348,230	512,282	0	0	0
Sub Total	**961,458**	**807,230**	**290,700**	**170,000**	**170,000**
Over/(-)under spend	**-985,542**	**33,330**	**120,700**	**0**	**0**

7. Risk reporting in Transformation

As part of the Governance of the Transformation programme, detailed risks were reported to the Member working group. An example of this is shown below:

Risks at 4 Jan 2019

PROGRAMME RISKS – HIGHEST AND NEW RISKS

Work stream	Risk	CLT Risk Owner	Initial Likelihood Score	Initial Impact Score	Proposed Mitigation	Likelihood Score	Impact Score	Previous risk score	Overall Risk Score
Culture	That members are not supported to enable them to meet the requirements of the future council	Richard Holmes/Emma Foy/Paul Dodson	4	3	Member workshop on future model and new working practice support and guidance, workshop for Corp. Gov working group	3	3	9	9
Operating Model	Risk that the Programme does not deliver the expected financial savings in the required financial years	Emma Foy	2	4	Ongoing review and monitoring with regular reporting to F&CS, PLT/CLT. O&S and council . Needs to be reviewed further as more procurement decisions are made. Business case for all software and thorough procurement decisions on all new equipment /software in the new organisation. Robust costings for all proposed strategic review projects so when members select they are choosing projects likely to meet projected savings targets.	2	4	8	8
People	Risk that senior management does not lead and support staff through the Programme.	Richard Holmes/Emma Foy/Paul Dodson	3	4	Individual discussions held with managers. Feedback from change network to guide levels and types of engagement, consistency of messages, tailored support for specific teams.	3	8	8	8
People	Risk of legal challenge from staff on employment outcomes	Richard Holmes/Emma Foy/Paul Dodson	4	3	HR advice on all aspects of reorganization. Careful adherence to policies and procedures, detailed records of processes kept, Legal advice given where required	3	3	9	9
People	Failure to appoint staff within budget	Richard Holmes/Emma Foy/Paul Dodson	3	3	Job evaluation has taken place but there may be some key roles which may be challenging to recruit to due to a shortage of skills. Case by case discussion about specific roles and decisions as to where there is movement to attract/keep right candidates	3	3	9	9
Programme	Loss of ongoing political commitment	Richard Holmes/Emma Foy/Paul Dodson	2	4	Gateway reviews, Transformation Board, regular updates and O&S review. Weekly meetings with leader of council and regular dialogue with members of transformation board. Papers available for all members on modern.gov	2	4	8	8
Programme	Risk that scale of the transformation required adversely impacts service provision	Richard Holmes/Emma Foy/Paul Dodson	3	3	Risk management approach to ensure key services maintained, with regular review. Business continuity plans reviewed, departmental plans for loss of critical roles and backfilling. Mapping of transition activity and knowledge capture	3	3	9	9
Technology	IT Implementation takes longer than profiled and will have a knock on effect of change and savings delivery	Emma Foy	3	4	Tech Imp Mgr and Windows 10 Engineer in post. Close monitoring of costs. User Acceptance Testing and BA specific support to design/test applications. Ensuring sufficient pressure on suppliers to deliver on time, on budget and at the right quality.	3	3	12	9
Programme	Delivering an election or referendum before May 2019 whilst the council is undergoing transformation	Richard Holmes/Emma Foy/Paul Dodson	3	3	That the election is correctly resourced and staffed, and that all transformation activity and its impacts on delivering the election have been considered and addressed	3	2	6	6

Risks at 26 July 2019

Highest Risks – from last review – Slide 1

ID	Workstream		Date Raised	Risk Description	Likelihood	Impact	Severity	Mitigation Plan	Revised Likelihood	Revised Impact	Revised Severity	Owner
14	People	Risk of challenge from staff on re-organisation.	17/09/18	Organisational	3	3	9	HR advice on all aspects of re-organisation. Careful adherence to policies and procedures required organisationally and legislatively. Detailed records of processes undertaken kept with appropriate and timely union involvement where requested. Legal advice requested at relevant stages of the process.	3	3	9	Richard Holmes/Emma Foy/Paul Dodson
15	People	Failure to appoint staff within budget	17/09/18	Organisational	3	3	9	Job evaluation has taken place but there will be some key roles to recruit to, which may prove challenging due to shortage of the required skills. Case by case discussion about specific roles and any decisions as to whether there is movement within salary ranges or other incentives to attract and keep the right candidates.	3	3	9	Richard Holmes/Emma Foy/Paul Dodson
19	People	Organisational critical roles/statutory role and leadership roles leaving the organisation	17/09/2018 revised 05/04/2019	Organisational	3	4	12	Contingency planning within CLT as to service critical roles (Head of roles) to determine if someone in post can step up to lead, to transition, a reiprocal arrangement with another authority or contractor resource. Use of BAU risk activity exercise to capture critical duties of that post that need to be handed over and track these. Case by case plan if critical roles are lost. Root cause analysis of reasons for staff departure	3	4	12	Paul Dodson/Richard Holmes/Emma Foy
34	Technology	IT implementation takes longer than profiled which will have a knock-on effect on delivery of change and savings	17/09/18	Programme	3	4	12	Technology Implementation Manager and Windows 10 engineer in post. Close monitoring of costs and management of this workstream by TIM and CLT. UAT and BA specific support to design the applications to be fit for purpose. Workstream well resourced and supported to ensure all risks are managed effectively. Ensuring that there is sufficient pressure on suppliers to deliver on time for the various technical elements of the schedule.	3	3	9	Emma Foy / Dennis Leeks
33b	Strategic Review	Risk that we will not deliver 2020 savings from new commercial surplus	07/06/19	Programme	3	4	12	A new, monthly commercial review officer meeting being established chaired by the director of strategy, including all of CMT, strategy manager and commercial manager. The first meeting was held on the 12/06/19 to review a series of possible new commercial opportunities and these will be escalated for Member review as appropriate. Progress on these will also be reported to the transformation board.	4	4	16	Paul Dodson

Highest Risks – from last review – Slide 1

ID	Workstream		Date Raised	Risk Description	Likelihood	Impact	Severity	Mitigation Plan	Revised Likelihood	Revised Impact	Revised Severity	Owner
1	Culture	Risk that members are not supported with future model requirements to ensure success of the transformation	02/11/18	Programme	4	3	12	Member workshops on future model and manage members expectations of staff interactions through new policies. Members to be supported with training in Agile working after the election.	3	3	9	Richard Holmes/Emma Foy/Paul Dodson
2	Culture	That there is not sufficient engagement with the change network from staff as the organisation begins to change shape and staff commence exits	17/09/18	Programme	4	3	12	Ensure that the change network participation and membership is under continual review and reflects the new shape of the organisation.	3	3	9	Richard Holmes/Emma Foy/Paul Dodson
29	Programme	Risk that the scale of transformation required adversely impacts on existing service provision.	17/09/18	Organisational and Programme	3	3	9	Risk Management approach with T2 managers to ensure key services are maintained and a review exercise to keep this on track. Business Continuity Plans being developed with Tier 2 Managers and lead specialists in post. Specific departmental plans for loss of critical roles and backfilling of tracked activities using Ignite transition spreadsheet and Information gathering before loss of postholders. Close working between the People and Culture workstreams where gaps are identified so that transition activity that has been mapped can be monitored and contingency plans made to transition the activity	3	3	9	Richard Holmes/Emma Foy/Paul Dodson

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REPORT of
PROGRAMMES, PERFORMANCE AND GOVERNANCE MANAGER

to
OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL)
12 AUGUST 2021

WORKING GROUP OF OVERVIEW AND SCRUTINY

1.   PURPOSE OF THE REPORT

1.1   To establish the Working Group of the Overview and Scrutiny Committee.

2.   RECOMMENDATION

That Members of the Overview and Scrutiny Committee are appointed to sit on the Working Group of the Committee, as set out in section 3.5 below.

3.   SUMMARY OF KEY ISSUES

3.1   At the Overview and Scrutiny Committee meeting of 15 October 2020 the Working Group Terms of Reference were agreed.

3.2   The Working Group is set to meet in the daytime ahead of Committee meetings and produce a report to be considered at the meeting, to include review of any Forms received where Members have recommended an item for the Overview and Scrutiny Committee.

3.3   Meetings of the Working Group are likely to be scheduled for the week following the Committee, to allow time to generate the associated report ahead of the next Committee meeting.

3.4   Since the last meeting of the Overview and Scrutiny committee, we have received two Member forms for review, with a Working Group provisionally scheduled to consider these at 09:30am Friday 20 August, so it is likely that the committee will sit in September to receive a report on these.

3.5   Further to agreement of the Terms of Reference in October, Members of the Committee requested that the Working Group be politically balanced. Should the Committee choose to establish the Working Group in this manner, based on four Committee Members this would be as set out below:

Independent Members	2
Conservative Members	1
Non-aligned Members	1

4. CONCLUSION

4.1 The report gives the information so that Members can be appointed to the working group, as per the agreed committee operating protocols.

5. IMPACT ON STRATEGIC THEMES

5.1 Good overview and scrutiny contributes to the performance and efficiency goal

6. IMPLICATIONS

(i) **Impact on Customers** – Not applicable (N/A).

(ii) **Impact on Equalities** – N/A.

(iii) **Impact on Risk** – Good scrutiny processes help to manage corporate risk.

(iv) **Impact on Resources (financial)** – N/A.

(v) **Impact on Resources (human)** – Officer time has been allocated to support the running of the Working Group.

(vi) **Impact on the Environment** – N/A.

(vii) **Impact on Strengthening Communities** – N/A.

Background Papers: Working Group terms of reference - Appendix A.pdf (maldon.gov.uk)

Enquiries to: Cheryl Hughes, Programmes, Performance and Governance Manager
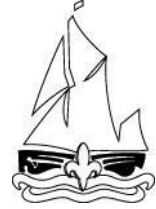
REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

to
OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL)
12 AUGUST 2021

APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES

1.   PURPOSE OF THE REPORT

1.1   The purpose of this report is to remind Members of the existing representatives on Liaison Committees and for new appointments to be made for the municipal year, to May 2022.

2.   RECOMMENDATION

That the Committee appoints a representative to the body detailed below, for the municipal year, to May 2022.
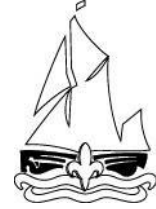
3.   SUMMARY OF KEY ISSUES

3.1   Members are asked to nominate a representative to serve on the following Liaison Committee, for the municipal year, to May 2022.

Body	Current Representative(s)
Health, Overview and Scrutiny Committee	Councillor B S Beale MBE

Background Papers: None.

Enquiries to: Committee Services.

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REPORT of
PROGRAMMES, PERFORMANCE AND GOVERNANCE MANAGER

to
OVERVIEW AND SCRUTINY COMMITTEE (SPECIAL)
12 AUGUST 2021

DEBT RECOVERY WORKPLAN ITEM

1. PURPOSE OF THE REPORT

1.1 To provide an update to the debt recovery workplan item, as agreed by Committee on 21 January 2021.

1.2 To receive a presentation from the Customer, Community and Casework Manager setting out details of the Debt Recovery process.

2. RECOMMENDATION

That the Committee confirms whether they now consider the item closed, or specify further information required if not.

3. SUMMARY OF KEY ISSUES

3.1 On 15 April 2021, the Committee considered a report of findings so far and a request to extend the deadline for this item. The request is based on the detailed information and analysis, as the team to provide this have been heavily impacted by Covid response delivery.

3.2 The Committee agreed an extension but reduced from the proposal, to the end of August 2021 and requested further information around the number of and nature of debt recovery that is taking place in Maldon.

3.3 The Council's resources have continued to be heavily impacted by the administration of more than £26m of financial support for local businesses and therefore has been unable to provide a full and detailed response to all of the specific questions raised.

3.4 However recognising the concerns raised by Members, the Customer, Community and Casework Manager has provided a presentation to address those concerns about the Council's Debt Recovery process.

3.5 The Committee can consider following the presentation, whether they have enough information to be assured, alongside the original officer report to either close the item or make specific recommendations from the information they have been provided.

4. CONCLUSION

4.1 An update is provided for Member consideration of the Debt Recovery workplan item.

5. IMPACT ON STRATEGIC THEMES

5.1 Good overview and scrutiny items help to underpin the 'performance and efficiency' corporate goal.

6. IMPLICATIONS

(i) **Impact on Customers** – The policy impacts directly on customers who have debt with Maldon District Council, and indirectly with all households paying Council Tax in the district.

(ii) **Impact on Equalities** – The specific scrutiny item is to what extent we review for vulnerability.

(iii) **Impact on Risk** – Debt recovery is a key part of our financial processes and managing financial risks

(iv) **Impact on Resources (financial)** – Debt recovery is a key part of our financial processes and managing financial risks

(v) **Impact on Resources (human)** – The scrutiny item has impacted on a team resource that is under pressure due to managing Covid delivery

(vi) **Impact on the Environment** – Not applicable (N/A).

(vii) **Impact on Strengthening Communities** – N/A.

Background Papers: Initial response document

Enquiries to: Sue Green, Customer, Community and Casework Manager.