

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

Background

At the extraordinary meeting of Council held 9th 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.

A reconciliation exercise on the Transformation budgets and their achievements is still in progress and will feed into this report.

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 (eg WP3 and WP4)

The impact of so few staff being job matched, and the higher than expected staff turnover had an immediate impact on 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 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 HR and management staff have had to take time and build knowledge to become custodians of the structure (WP1)

As 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 (we will review possible additional costs)

What could we do more of in the future?

Promote the new digital customer journeys as they go live, so that customers know they can, for example report Flytipping online.

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.

Transformation work packages

A summary of the proposed 7 work-packages of the programme is shown below:

Work Package	Agreed outcomes	Analysis	Customer and cost implications
WP1: operating model	<p>This will include the production of all organisation charts and supporting the creation of all new job descriptions and evaluation of these new roles.</p> <p>Coach 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</p>	<p>This commenced in July/ early August until the end of August 2018.</p> <p>The above is the timeline for these. There is a central database for phase 1 & 2 of the new Job Descriptions. There is also an Organisation Structures PowerPoint presentation. There is a spreadsheet of all Job Descriptions which were evaluated in the HR folders and the majority of these were done in August 2018.</p> <p>All organisational charts used for the consultation, PowerPoint slides, and 80% of JD's were completed by Ignite with Corporate Leadership Team input.</p> <p>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.</p> <p>The final Organisational Charts we now use, were produced by HR as a result of the outcomes from the interview process and</p>	

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		<p>made available to staff just prior to go live date.</p> <p>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.</p>	
WP2: People	<p>Key components of the consultation include:</p> <ul style="list-style-type: none"> • 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 <p>Core aspects of the recruitment process, which will run in two large stages in autumn 2018 and spring 2019, will include:</p> <ul style="list-style-type: none"> • Notifying affected staff that they are at risk. • Evaluating new roles • Assessing any matching and ring-fencing to the new roles 	<p>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.</p> <p>These were signed for by employees at the consultation meetings and/or later collected from HR office.</p> <p>HR arranged and sat in on every consultation meeting.</p> <p>There was a Q&A 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.</p> <p>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.</p>	<p>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.</p> <p>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</p> <p>There was also an internal communication plan for the</p>

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	<ul style="list-style-type: none"> • Running the expression of interest and sifting process • Training all appropriate managers for interviewing • Arranging and feeding back on all interviews • Drawing up all new contracts of employment 	<p>At risk letters are on staff files</p> <p>All evaluations are captured on the HR spreadsheet</p> <p>There is an assimilation exercise which the JE 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 employees. Few roles were ringfenced and only a handful were slotted for like-to-like positions.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>programme:</p> <div style="text-align: center;">  <p>Programme Communications Strat</p> </div> <p>R24 'Loss of key skills and knowledge across the 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.</p>
<p>WP3: Technology</p>	<ul style="list-style-type: none"> • Network services 	<p>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.</p>	

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	<ul style="list-style-type: none"> • Unified communications • Contact Centre Management • Digital Platform (customer) • Laptops and desktops • Upgrades & APIs 	<p>MS Teams rolled out to back-office staff Jan 2020.</p> <p>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</p> <p>Firmstep system live from October 2019. Customers able to 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.</p> <p>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.</p> <p>Ongoing, and more complex than original scope feeding into the emerging IT strategy.</p>	<p>Delay had a continued impact on customer experience but was also a result of move to remote working and supplier issues caused by Covid.</p> <p>Over 60% of customers have given 4 or 5 star ratings (out of 5) for our online forms since October 2019</p> <p>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.</p>
<p>WP4: Process Redesign</p>	<p>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</p> <p>This work-package focusses on ~200 priority processes across the areas of Housing, Planning, Building Control,</p>	<p>Although processes were designed, they were not fully implemented, and Ignite didn't complete as many designs as promised.</p> <p>Some of the seconded BA's moved roles and left the organisation during the work package, so less.</p> <p>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.</p> <p>It can take around 4- 6 weeks to design, build and implement each process, so the expectation for this work programme was likely unrealistic.</p> <p>Staff availability to help scope processes was also an issue, as going through the restructure some weren't as engaged with</p>	<p>Resource past October 2019 was not identified for this work to continue.</p> <p>Underspend from the original Transformation budget was utilised to fund a Business Analyst post and Technical build post.</p> <p>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</p>

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	<p>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.</p> <p>The process redesign team will be made up of 8 Business Analysts 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.</p> <table border="1" data-bbox="282 724 844 1034"> <thead> <tr> <th>Service area</th> <th>Phase</th> <th>Total number of processes</th> <th>Related systems</th> </tr> </thead> <tbody> <tr> <td>Finance, IT, legal and PPP</td> <td>1</td> <td>153 - out of which 30 will be redesigned</td> <td>Website (intranet), workflow, performance management</td> </tr> <tr> <td>Planning policy and elections</td> <td>1</td> <td>34 - out of which 10 will be redesigned</td> <td>Website, customer contact management, workflow, back office system</td> </tr> <tr> <td>Revenues & Benefits and Strategic Housing</td> <td>2</td> <td>86 - out of which 40 will be redesigned</td> <td>Website, customer portal, customer contact management, workflow, document management, back office, payment</td> </tr> <tr> <td>Development management and building control</td> <td>2</td> <td>62 - out of which 37 will be redesigned</td> <td>Website, customer contact management, workflow, document management, back office, GIS, Payment</td> </tr> <tr> <td>Customer Services</td> <td>2</td> <td>35 - out of which 20 will be redesigned</td> <td>Website, customer contact management, workflow, document management, back office, GIS, Payment</td> </tr> <tr> <td>Community & living, Leisure, Countryside & Tourism (phase 2) and Env Health & Licensing</td> <td>2</td> <td>271 - out of which 48 will be redesigned</td> <td>Website, customer contact management, workflow, document management, back office, GIS, Payment, mobile solution</td> </tr> <tr> <td>Leisure, Countryside & Tourism (phase 3)</td> <td>3</td> <td>78 - out of which 12 will be redesigned</td> <td>Website, customer contact management, payment</td> </tr> </tbody> </table> <p>The row colours above align with the core types of activity (box) colours. Eg <i>Green - focusses on the Organisation, Blue focusses on the customer and Red focusses on supporting Blue</i></p>	Service area	Phase	Total number of processes	Related systems	Finance, IT, legal and PPP	1	153 - out of which 30 will be redesigned	Website (intranet), workflow, performance management	Planning policy and elections	1	34 - out of which 10 will be redesigned	Website, customer contact management, workflow, back office system	Revenues & Benefits and Strategic Housing	2	86 - out of which 40 will be redesigned	Website, customer portal, customer contact management, workflow, document management, back office, payment	Development management and building control	2	62 - out of which 37 will be redesigned	Website, customer contact management, workflow, document management, back office, GIS, Payment	Customer Services	2	35 - out of which 20 will be redesigned	Website, customer contact management, workflow, document management, back office, GIS, Payment	Community & living, Leisure, Countryside & Tourism (phase 2) and Env Health & Licensing	2	271 - out of which 48 will be redesigned	Website, customer contact management, workflow, document management, back office, GIS, Payment, mobile solution	Leisure, Countryside & Tourism (phase 3)	3	78 - out of which 12 will be redesigned	Website, customer contact management, payment	<p>the new processes.</p>	<p>or legislation emerged.</p> <p>In February 2021, as part of the budget setting, Council agreed to an additional cost to permanently write this resource into the organisation.</p>
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<p>WP5: Culture and Change</p>	<ul style="list-style-type: none"> The new target culture 	<ul style="list-style-type: none"> 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) New Corporate plan performance reporting to PGA since November 2019 New operational Balance Scorecard report for manager review, and exception reports to PGA committee since January 2021 	<p>Staff survey results show that between November 2019 and November 2020</p> <p>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</p>																																

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	<ul style="list-style-type: none"> • 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- TBC • 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 working 	<ul style="list-style-type: none"> • 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 Project Management Office implementation • Additionally, not defined by Ignite, but put in place by MDC to continue to support this, the process improvement team. <p>This was approved by S&R in October 2019 see Minute 469 https://democracy.maldon.gov.uk/ieListDocuments.aspx?CId=285&MId=1909&Ver=4</p> <ul style="list-style-type: none"> • 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 objectives. • Specific Agile training workshops for staff ran in December 2019/ January 2020 	<p>from 2019.</p> <p>A 19-percentage point increase was seen in the area of Council leadership. 64% of respondents said they thought that the Council recognizes that speaking openly and being transparent about the workplace and any issues, provides opportunities for improvement.</p> <p>71% of respondents said they were proud to work for MDC while 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.</p>