NORTH YORKSHIRE COUNTY COUNCIL

CORPORATE AND PARTNERSHIPS OVERVIEW & SCRUTINY COMMITTEE

'One Council' Organisational Change Programme – Final Report

1 JULY 2013

1.0   Purpose of report

1.1   To provide a summary of the 'One Council' Organisational Change Programme, which has been developed and implemented (in part) over the last two years.

1.2   To set out the next phase of the One Council transformation programme.

2.0   Background

1.2   In June 2010, the Council undertook an organisational assessment using a nationally recognised diagnostic tool. The purpose was primarily two-fold: to identify how the Council compared with other local authorities in how staff were deployed; and to identify any further potential savings opportunities that did not impact upon the frontline.

2.2   Subsequently, a vision and approach was developed and agreed and the 'One Council' Organisational Change Programme commenced in 2011. The programme consisted of nine workstreams and aimed to standardise, simplify and share 'back office' structures and processes and achieve £7.644m of financial savings by 2014/15.

2.3   An interim Programme Director was appointed to manage the programme who was supported by a Programme Board and 9 workstream boards. The initial phase of programme related to 'development' of the workstreams, which moved to 'implementation' at various stages. The Programme Governance Structure is attached, as **Appendix 1**, for information.

2.4   Corporate and Partnerships Overview and Scrutiny Committee took a lead role in monitoring progress on the One Council Programme. This was principally delivered through the use of a Task and Finish Group. Regular updates were provided to this Task Group.

3.0   Progress

3.1   The 'One Council' vision and approach document set out the future organisation model which placed emphasis on standardisation across the activities that support service delivery and covered front office support, back office services and strategic core. The vision and approach is attached as **Appendix 1**. The programme has

resulted in a number of back office services being standardised, simplified and shared through the use of hub and spoke structural arrangements and business process redesign.

3.2 A report to Management Board (14th May) set out the financial position of the programme. This set out the realised and forecast savings and showed a projected shortfall of £76,000. The report recommended changes to the current workstream approaches recognising the move to implementation / 'business as usual' in many cases as the Programme is very much in delivery mode. It also initiated discussion in relation to the implementation arrangements relating to the Customer Access workstream (which is greater in terms of cross cutting working and is there not being managed as 'business as usual'). The Programme Cashable Benefits Log is attached, as **Appendix 2**, for information.

3.3 The programme has also delivered, and will continue to deliver, a number of non-cashable benefits. The non-cashable benefits are set out in **Appendix 3**, for information.

3.4 In order to programme and project manage the change, Programme Board and Workstream Boards developed a set of key programme milestones. The majority of these milestones have now been completed or are on-track. Risks registers were held for each workstream and a programme risk register and issues log was reported and discussed by Programme Board.

3.5 All of the workstreams (with the exception of Customer Access and Strategic Support) have moved to 'business as usual' and this has enabled the 'One Council' programme to move into a different phase. Management Board are currently discussing the approach to be taken with Customer Access and Strategic Support.

4.0 Next phase

4.1 Whilst some of the cashable savings are still to be realised, there is high confidence that the majority is well on track. Of course, many of the changes were also of cultural benefit and there are increasing cases of good collaborative working across the Council. The view is that the One Council ways of working are becoming more embedded within the organisation and that has helped to deliver much of the savings to date and to keep a focus on high performance with the customer at its heart.

4.2 There is an understanding however that the Council is facing further financial challenges which are likely to be of a similar scale to that experienced between 2011/12 to 2014/15. This will require a further transformational approach as incremental savings will simply not be sustainable. The One Council principles and lessons are therefore being used in order to shape the next stage of the Council's development. The solid financial position of the council means that the Council is well placed to invest time in ensuring that the future design of the Council is well thought through and takes account of the needs and views of the public, staff, Members and the various requirements.

5.0   Recommendation

5.1   The Corporate and Partnerships Overview and Scrutiny Committee is asked to
         note the contents of the report and offer any comments.

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June 2013

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APPENDIX

Appendix 1 - Vision and approach
Appendix 2 - Programme cashable benefits log
Appendix 3 - Non-cashable benefits

North Yorkshire County Council

One Council - Vision and Approach

Contents

1. Why we need the One Council change programme

There are many reasons why we need this One Council change programme. These include:

The local government financial settlement for the next 2 years is particularly challenging and we need to plan for further significant savings in years 3 and 4. In response, many local authorities are looking at fundamentally reshaping their structures and approaches to service delivery. Salami-slicing alone is neither sustainable nor desirable. The County Council's savings programme still leaves a significant gap which needs to be filled. The challenge is to identify and maximise any **further opportunities to deliver savings** which do not impact on frontline service delivery. Savings are likely to be greatest by looking at opportunities and functions which operate across the council.

Whilst the council's budget is reducing, the demand for its services is still increasing. We face a situation where the council will employ fewer staff and managers but needs to deliver more service. This will only work if the council's workforce is given the tools to do the job. This means empowering staff to respond flexibly to the needs of our customers, underpinned by good quality support services and systems. We will encourage an **enhanced culture of customer excellence**.

Expectations and obligations change on a regular basis. We need to embrace our new responsibilities, such as leading in public health and working alongside other health partners, and demonstrate how we make a difference to the people of North Yorkshire. This means being able to work **responsively with people in their own local communities** (however customers define them) rather than expecting the customer to fit in with our way of doing things.

A successful organisation has a sense of common purpose and of team. This helps to bind people together and improves the chances of successfully delivering the priorities and objectives of the council. The aim of the council is to deliver high performing services for the benefit of its customers where all staff see the value of their contribution. We need to ensure that there is a **strong focus on performance** at individual, team and council level. To achieve this staff will work to secure the best outcomes for customers using innovative means of delivery.

The County Council is high performing and delivers good value for money when compared to similar councils. However, the changing environment and the desire to improve further mean that it is simply not possible to preserve the status quo. The One Council change programme aims to deliver the positive attributes identified above, and as a result will make the council more fit to meet future challenges.

What do we do well and what are the issues with the way the council operates now?

Many of our services are rated as good or excellent by external inspection - "focus on service delivery is excellent".[1]

The council has a good record of delivering service change and innovation - "project/programme delivery capability is strong"[1] and we are therefore well placed to deliver a change programme.

However, the way in which support functions are currently fragmented and spread across the organisation means that there is a lot of duplication of effort and a proliferation of local systems which results in inconsistency and higher costs. There are a large number of small and/or bespoke technology solutions which have taken up development time and resources, which require knowledge and ongoing technical support, and often do not talk to each other.

There is no single view taken of the customer across the organisation so the customer experience remains highly dependent on the service they require. There is no single record of the customer that the customer service centre and services can access, far less the customer themselves.

The fragmented arrangements for business and administrative support lead to duplicated management and supervisory arrangements across directorates and the geography of the county. This adds cost and works against the adoption of streamlined best practice systems.

The case for change

All staff within the Council work to either deliver frontline services or to support that delivery. It is important that the right level of support is provided to frontline services whether that be from the "front office", "back office" or the "strategic core"[2] of the Council. Without such support the impact of frontline services would be diminished.

The challenge is to reduce the costs of delivering services, regardless of where those costs arise, and to do this in a way that improves the customer experience and ensures continued service excellence. The change programme aims to create a future organisation which focuses on customers (external and internal customers in the case of support services) and maximises the resources for frontline service delivery. It does this by adopting a one council approach with clear expectations of staff and managers and a continuing focus on ensuring high performance.

[1] PwC comments when reporting back from review of organisation (Oct 2010)
[2] See pages 9 – 11 for further information

2. Overarching design principles for the future organisation

This set of design principles builds on and develops the common principles agreed by Management Board. They are needed both to underpin the design of the future organisation and to evaluate the proposals as they are developed by the individual workstreams.

The principles are clustered around five key themes:

Focus on customers

- Customers are provided with consistency in terms of customer service regardless of the type of service request. This includes standards covering quality and speed of initial response, information about what will happen next and the ability to track the progress of a service request.

- Appropriately skilled and joined up customer access arrangements enable as many enquiries as possible to be fulfilled at the first point of contact

- Services are structured to provide a fast and responsive customer service

- Self service options are easy to access and use and are promoted for those that want and can access them.

- Support service functions seek to deliver fast and responsive customer service to internal customers.

Support to the delivery of front line services

- Skilled professional staff focus on their core professional functions by having appropriate and responsive support arrangements

- Support service functions are managed as part of a shared service across directorates

- Maximum resources are devoted to delivering services to the public

- Structures are lean with management and supervision minimised where functions can be aggregated

- Support functions are standardised wherever possible so that there is less requirement for knowledge and support of multiple systems

- Fewer key systems are in place to underpin service delivery

- Managers and staff use self service options whenever possible.

A one council approach

- Corporate standards in terms of customer service, levels of business support, sound governance arrangements and expectations of managers and staff apply across the whole council

- Processes and systems are standardised across the organisation

- Support functions provided on a one council basis are designed to deliver a customer focused service (principally to services)

- A one council view is taken of all assets and ICT systems

- All services use the common support functions, processes and systems unless the case for a specific opt out is made and agreed

- Each support function has a single accountable manager in order to ensure that uniformity is maintained where appropriate

- Some functions may be delivered by a fully centralised team in a single location, while for other functions a 'hub and spoke' model (see box below) may be more appropriate because the function needs to be outposted to a location or service

- When a 'hub and spoke' model is used for a particular function it is understood that the hub and the spokes are part of the same function, use the same corporate standards and have the same line of accountability to a single manager.

Hub and spoke model

This provides a way of combining the benefits of standardisation and adoption of best practice with the need to cater for diversity in services' support needs. It is a shared service model in which all staff are part of the same team with accountability to a single manager.

Generally staff in the 'hub' offer a centralised pool of resource and expertise to support the council as a whole and ensure the maintenance of standard processes and systems. The hub can also develop common solutions to meet new requirements for business support. Some staff are assigned to services or locations and form the 'spokes' which offer specialist advice and knowledge which may be service specific or may be related to the issues in specific locations.

Expectations of staff and managers

- Knowledge of the front line shapes the delivery of services

- Staff are well motivated, well trained and are empowered to be responsive to customer needs

- Shorter chains of command mean that decisions are taken more quickly and are taken lower down the organisation

- Staff have space for greater autonomy, self management and innovation at every level of the organisation

- Managers are effective leaders and good communicators so that staff are clear about priorities and service standards

- Managers and staff use and comply with the agreed one council approach and use self service options whenever possible

- Flexible ways of working are used fully to maximise the resources available to meet the needs of customers.

Ensuring high performance

- A strong performance culture is maintained across the council with a focus on service excellence, customer satisfaction and value for money

- There is a robust and systematic approach to performance management

- The performance framework is focused on the council's key objectives and on customer outcomes

- Teams and staff can readily see how their contribution fits in and are clear about their own criteria for assessing performance

- There is support for improvement, innovation and the sharing of best practice

- Performance management systems monitor what is important, they are simple, avoid duplication and bureaucracy, and support accurate and timely reporting.

3. The future organisation

The future organisation model (or operating model) is designed to deliver the organisational vision in the most efficient and effective way. It shows the 'big picture' of how the council will operate. It describes the relationship between the business functions of front office, service delivery, back office and strategic core and the processes and structures that support these.

The future organisation model provides the framework within which efficiencies can be delivered based on common and standardised processes. It also provides the unifying mechanism to deliver a one council approach to customers, to support the delivery of front line services, and to ensure high performance across the council.

How does the council operate now?

Currently the way the council operates is based largely around a service dominated structure. This results in much duplication and fragmentation of non frontline activity. The organisational review analysis of how 6,325 FTE staff (non schools) spend their time found that 47% of all FTEs are engaged in delivering core frontline services. The remainder are supporting service delivery, with 30% enabling the delivery of front line service (including front office) and a further 23% in the back office.

There is a customer service centre handling customer contact for some but not all services, and to varying levels of depth ranging from signposting through to simple service delivery. Generally the level of service depth is shallow, with little service assessment or service approval carried out in the customer service centre. There is also a range of face to face customer access points across the county, with variable levels and breadth of customer service offered.

For services not handled by the customer service centre, the service area deals directly with incoming customer contact, which can result in an inconsistent customer experience. As many customers are managed within specific services this means that if they have a need for more than one service it is difficult to respond to all service needs via a single contact.

Back office support services are currently delivered in various ways. Some back office activities are delivered by corporate teams, some are carried out within services, and many are a mixture which sometimes leads to confused or unclear lines of accountability.

HR and finance activities are delivered by corporate teams, with a significant amount of outposting to service directorates. The majority of business support and administrative staff are located and managed in directorates, using a variety of delivery models and being geographically dispersed.

Common functions and activities

The organisational review carried out in 2010 looked at those activities of the council that are not about direct service delivery and how many staff were involved in each. It also looked at the number of ICT systems currently supporting these activities. They are spread across front office support, back office services, and the strategic core.

It goes without saying that effective supporting services play a crucial role in enabling the successful delivery of direct front line services, but the organisational review has helped identify opportunities to:

- Simplify
- Standardise
- Automate
- Provide a more consistent level of service
- Optimise the use of resources.

The future organisation model places emphasis on standardisation across the activities that support service delivery and covers:

- Front office support
- Back office services
- Strategic core.

These activities can be standardised and made available across the organisation as shared service in support of service delivery. Where necessary for reasons of geography or because of the specialist nature of the support this may be delivered as the spoke of a hub and spoke model.

Front office - customer service

The front office (customer service) function will focus on interactions with customers using a range of channels and mechanisms. The front office is a shared resource that supports service delivery across all services. All initial customer contact is handled by the front office and as much as possible of that contact is resolved at first contact without being handed off to service delivery professionals.

The front office includes self service options (via the website and potentially via automated telephone services), a customer service centre (handling telephone calls, emails and written correspondence), and locally based face to face centres that provide access to a range of services from one location. There are also a range of dedicated service delivery points that focus on the delivery of specific services, which are not part of the front office, but are subject to the same standards and expectations.

The common activities that are within the front office are:

- Enquiry handling
- Processing requests and applications

- Appointment taking and booking
- Eligibility checking (against agreed eligibility criteria)
- Taking payments.

These activities do not require service professionals to be involved, although they do need some service knowledge.

In addition, the following activities may be carried out within the front office, depending on the service they relate to:

- Assessment
- Service approval.

The assessment and service approval processes can vary significantly from simple rule based assessments and approvals to very complex processes. The simpler processes will be carried out whenever possible in the front office while the more complex processes will often be an integral part of delivering services and will be carried out within the services. However, even in more complex cases information can be captured once, at the initial enquiry stage.

Simple services to customers may be arranged or provided by the front office. More complex service delivery is supported by the customer service activities handled by the front office and the shared support service activities pooled in the back office.

It will be necessary to take a joined up approach for those customers who need services provided by more than one directorate or who are in transition from one service to another.

Service delivery

Frontline service delivery will continue to be the responsibility of specific service directorates. Each directorate will be charged with buying-in and / or delivering services on behalf of its customers. In practice this will mean:

- Identifying the key priorities for action by assessing customer needs, expectations and requirements
- Determining outcomes rather than determining the means of delivery
- Generating solutions in partnership with others to address key priorities
- Commissioning activity from a mixed economy to deliver agreed outcomes
- Determining the most effective means of performance managing activity and then monitoring against agreed success criteria
- Learning from what works and making changes when it doesn't
- Ensuring that all staff understand their individual and team contribution and how it contributes towards delivering the council's objectives.

In the future it is envisaged that directorate staff will therefore consist of:

1. Strategic planners / commissioners for the areas of service responsibility
2. Professionals engaged in specific disciplines, and

3. Delivery staff where there has been an explicit decision that in-house provision is the ideal.

Such staff will be able to focus on their core tasks as support services focus on delivering a customer focused service to directorates through use of simplified, robust systems and processes.

Back office

The back office functions will adopt common processes to standardise and simplify support processes within the council. The functions and processes included within the back office are:

- Business support
- General administration
- Business information and reporting
- Financial management
- HR processes
- ICT processes
- Property and assets
- Procurement and managing contracts
- Legal and Democratic services.

Many of these functions will be delivered using a hub and spoke model to provide a wider range of shared and common services. Systems will also support self service options which will be used by managers and staff whenever possible.

Strategic core

The future organisation also includes a range of other functions and processes grouped as the strategic core. These are:

- Strategy, policy and partnerships
- Research and consultation
- Performance management and improvement
- Marketing, PR and communications

These functions provide the strategic direction, framework for operation and vision for much of what the council does. They also provide some support to day to day service delivery, such as by providing accurate and timely management information which directly supports service managers.

Most of these functions lend themselves to a hub and spoke model of delivery.

4. Map of the future organisation

The functions and processes listed above are shown as a diagram on the next page. Those that are within the scope of the nine organisational change workstreams are highlighted in blue.

Each of the workstreams will need to develop its own vision statement clarifying the aims and objectives of its part in the One Council programme and how it contributes to the overall vision of the future organisation. This should include a description of the tangible differences/outcomes that will be delivered from a customer (external or internal) perspective.

These will form a suite of more detailed chapters which describe how the future organisation will look and operate.

Map of Future Organisation

with functions within scope of the One Council programme highlighted

Customer Service

| Enquiry Handling | Processing requests and applications | Appointment taking and booking | Eligibility checking |

| Assessment | | Service Approval |

| ACS | BES | CYPS |

Service Delivery

Strategic Core

- Strategy, Policy and Partnerships
- Research and Consultation
- Performance Management and Improvement
- Marketing, PR and Communications

Back Office

- Business Support
- General Admin
- Business Information and reporting
- Financial management
- HR processes
- ICT processes
- Property and assets
- Procurement and managing contracts
- Legal & Democratic Services

5. Desired benefits

The desired benefits from the One Council programme are as follows:

Benefit	How the future organisation enables the benefit
Operating efficiencies	Removal of duplication of processes across directorate service delivery functions Economies of scale where similar functions can be pooled Leaner management and supervision structures Use of ICT for more effective automation of routine operations
Customer service excellence	A customer focused organisation based on standardisation of the processes required to support front line services results in consistency of approach to serving the customer ICT enables increased efficiency and effectiveness and better management of performance in terms of customer outcomes Emphasis on well enabled customer self service leads to further savings as use of online services matures
Improved performance	Standardisation and automation of processes and removal of duplication of information improve performance management capability The COUNT principle – Capture Once Use Numerous Times - leads to improved confidence in quality of data
Shared ICT infrastructure	Standardisation of ICT support across the organisation reduces duplication brought about by local solutions hence reducing the overall cost
Sharing of future developments and innovation	New requirements for common business services can be developed once and made available across the whole organisation

6. Customer experience in three years' time

By 2014, customers will have one 'front door' through which they can get the full range of services they need from the council and willing partners. Information, and expert advice if required, will enable the customer to quickly access the right service. Most enquiries will be resolved in one contact. Customers will only have to provide personal details and information about their situation once.

The 'front door' will be accessible in person, by phone, via the website, email and smart phones. Self service will be chosen by many customers because of its ease of use. The customer will be able to use self service to access information, check eligibility, carry out a self assessment, make appointments and request simple services. Customers will be able to check the progress of their service request for themselves. They will be able make all payments online. They will be able to check the accuracy of their own personal data and update it if necessary.

In some circumstances, because of customer needs or the nature of the assessment, customers may be seen in their own homes. Staff making such visits will have the technology on which they will have customer details which can be updated on the spot. They will be able to carry out assessments, including financial, using expert systems. They will be able to check availability and arrange services all in the one visit. In all but the most complex cases, they will be able to confirm the outcome of the assessment, any services arranged, and any charge, before leaving the house. Staff seeing people in hospital will use the same technology.

Some arrangements may take a little longer because of complexity, or the need for additional specialist assessment. If this is necessary the customer will be given choice over when they see people, and will be given a guarantee of how long the whole process will take.

Opportunities for customer feedback will be available at every stage and will be used to make service improvements. Web-based, postal and telephone surveys will be used to sample and monitor customer experience.
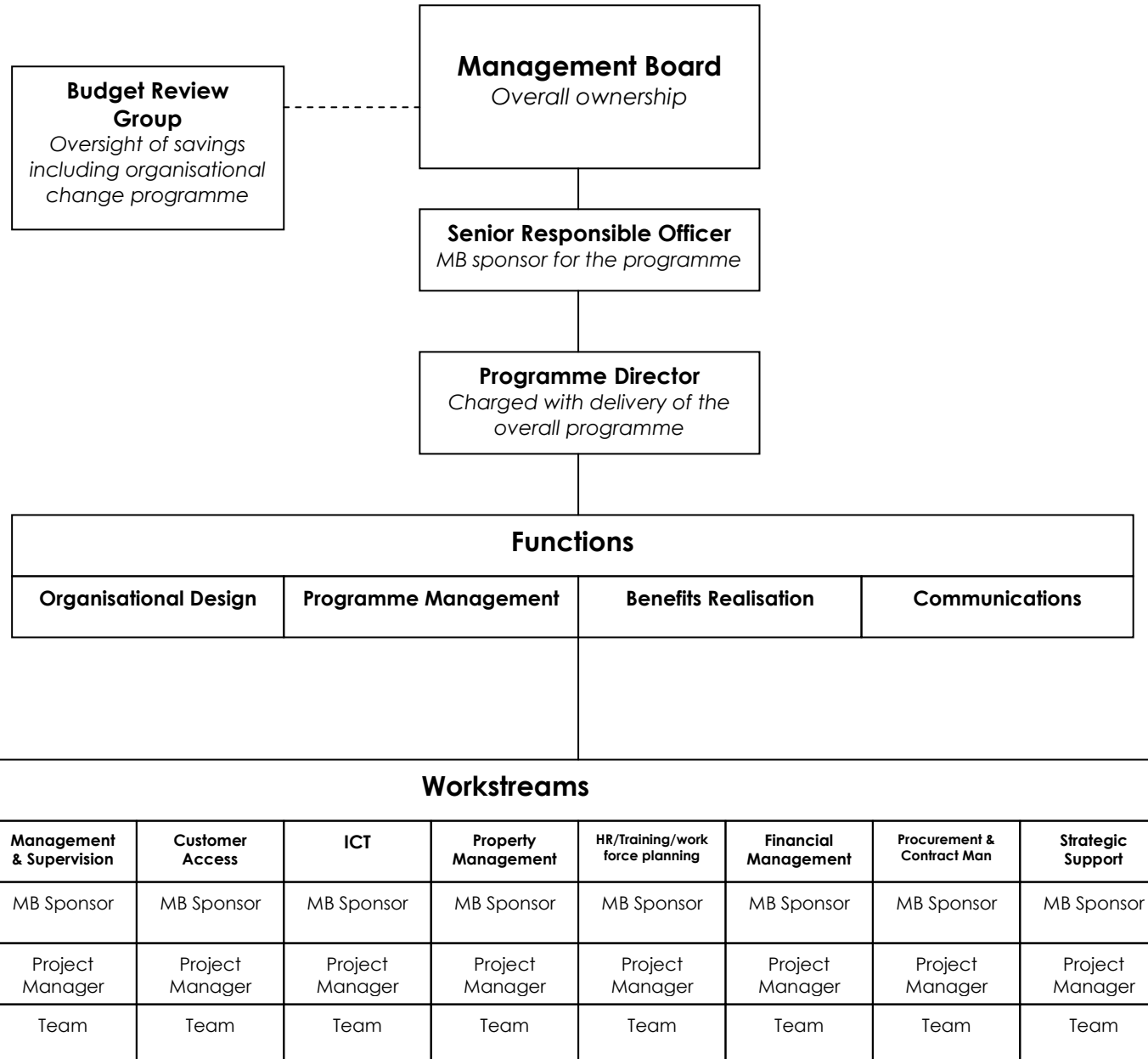
7. Outlines of the projects

Each of the project teams will need to develop early on a project brief confirming the design principles that apply to the project and how the activities that fall within the project will be delivered in compliance with the overarching design principles and the future organisation model. The brief should also identify the key dependencies on other parts of the One Council programme. The potential overlaps between projects and the interdependencies will need to be managed by the programme director and the project managers.

The project briefs will be submitted to the Organisational Design team who will check compliance with the design principles and advise the Programme Director accordingly. The Programme Director needs to approve each project brief.

The sections which follow set out for each project the proposed objectives, design principles and the main activities that will contribute towards making savings. These are at different stages of development and will need to be refined. There may also be scope for some rationalisation between the projects as the programme is implemented.

An outline of the individual projects and how they feature in the overall One Council Change Programme can be seen in the following representation:-

Organisational Change Programme Governance

Management Board
Overall ownership

Budget Review Group
Oversight of savings including organisational change programme

Senior Responsible Officer
MB sponsor for the programme

Programme Director
Charged with delivery of the overall programme

Functions

Organisational Design	Programme Management	Benefits Realisation	Communications

Workstreams

Business Support	Management & Supervision	Customer Access	ICT	Property Management	HR/Training/work force planning	Financial Management	Procurement & Contract Man	Strategic Support
MB Sponsor	MB Sponsor	MB Sponsor	MB Sponsor	MB Sponsor	MB Sponsor	MB Sponsor	MB Sponsor	MB Sponsor
Project Manager	Project Manager	Project Manager	Project Manager	Project Manager	Project Manager	Project Manager	Project Manager	Project Manager
Team	Team	Team	Team	Team	Team	Team	Team	Team

7.1 Business support

<u>Objective:</u>

Design and implement a shared service for business support and administration across the whole council.

<u>Design principles:</u>

- Roles and responsibilities of admin staff and managers are clear across general administration, HR administration and finance administration.

- Business support/administration resources should be shared across all directorates and within teams where appropriate.

- We need to have common managerial processes and systems across the organisation (from approving leave requests upwards), supported by excellent systems and reliable ICT.

- Managers do not need to be based on site – flexible working applies for managers as well as staff.

- A larger span of control would generally require staff who are able to work more autonomously (link to management and supervision).

- Staff can work from anywhere for anyone.

- We need to have standard automated processes across the council.

- Systems and technology support efficient and easy direct input of data by service delivery staff so this does not need to be handed on to administration staff.

- Management processes should be completed by managers and not delegated to administration staff.

<u>Main activities to realise savings</u>

It is considered that the following activities will contribute towards realising significant savings throughout the council:

Rationalising structures and roles:

- Sharing of general administration resources across teams / directorates within buildings / area locations.

- Pooling of more specialist administration resources to create virtual teams, for example case conference minute taking skills, room booking and finance.

- Centralising common functions within buildings, for example, stationery supplies, post, building management administration and reception facilities.

- Review structures across services to reduce numbers of managers at each tier and move away from the expectation that your line manager will work on the same site or for the same service (link to management and supervision business case).

- Clearer and more consistent guidance on roles and responsibilities of administration staff and managers (link to management and supervision business case).

- Standardise job descriptions and person specifications and review the current pay bands for posts.

Increasing consistency and standardisation of processes:

- Review processes that impact across the organisation to create a 'shared resource' approach to generic systems – agreeing a process corporately, identifying any notable exceptions to it, and then actively ensuring that all staff adhere to it.

- Removal of 'workaround' systems which have built up over time to make up for deficiencies / perceived deficiencies in corporate processes.

- Use of ICT systems to ensure consistency – from standard spreadsheets for flexi time recording to bespoke systems where needed, such as room booking.

- Reducing the geographical location of business support/administration staff.

ICT as an enabler for processes and management information:

- Use of ICT and integrate to simplify processes and capture data once and then reuse it.

- Consider automation of financial administration processes, ordering, paying invoices and maintaining commitment records.

- File management including EDRMS.

7.2 Management and supervision

Objective:

Review management structures across the organisation and implement the spans of control and management tiers agreed by Management Board as a minimum. Use the creation of shared support services across the organisation to further reduce the number of managers needed in support services functions.

Design principles:

- As few tiers as feasible.

- Define what is a reasonable span of control, and the circumstances under which it may be acceptable to have exceptions to this.

- Recognise that limits for spans of control will be dependent on the nature of supervision required. For example, there are specific requirements for supervision of social workers which are more complex than managing, for example, administrative staff. Also, there are some managers who have large number of staff but all of them are performing the same role, e.g. care workers, cleaning staff. It is likely to be acceptable for managers in this situation to have a larger span of control.

- A larger span of control would generally require staff who were able to work more autonomously.

- Some service areas and localities are too small to justify a separate manager and need to be included in a larger span of control.

- Consider the gap between tiers - too small a gap can create issues re accountability - a minimum gap may need to be specified.

- Some functions will be managed as part of a 'one council' shared service across directorates. This will include business support and administration, as well as human resources, finance and ICT.

- Managers do not need to be based on site – flexible working applies for managers as well as staff.

- Need to have common managerial processes and systems across the organisation (from approving leave requests upwards), supported by excellent systems underpinned by reliable ICT.

Main activities to realise savings

- Move to a 'one council' shared service approach by merging business support and administration, and some other functions, across directorates and geographic areas (links other projects).

- Review planned directorate changes to identify any potential overlaps with the 'one council' approach to agreed functions.

- Where directorate organisational changes do not overlap, review changes to ensure that proposed structures will meet management tiers/spans of control standards. Enforce robust criteria for exceptions.

- Implement rigorously the agreed standards for spans of control and management tiers in directorate service areas not impacted by any of the above.

- Put in place a means of ensuring consistent implementation of the standards.

- Ensure greater automation and consistency of management processes supported by 'one council' systems, particularly relating HR and Finance – with link to Business Support/Administration and to ICT business cases.

7.3 Customer access

Objective:

Further develop a single approach to customer service in order to:

- Implement a single view of the customer across the organisation
- Implement a single record of the customer
- Accelerate the move to self serve through the website
- Simplify and standardise the processes that link front office to back office
- Increase the resolution of issues at first point of contact
- Implement common and defined eligibility criteria for assessment

Design principles:

Customer services must be:

- Easily accessible
- Simple to use
- Streamlined
- Convenient
- Cost effective
- Robust

Customer services will:

- Resolve the enquiry at the first point of contact whenever possible

- Encourage those who can serve themselves to do so

- Design avoidable demand out of the system

- Adopt a whole council approach

- Provide a website which is both an informational and a transactional site where those who can serve themselves do so or screen themselves out

- Provide telephone contact via the customer service centre where the advisors will seek to satisfy the request or screen the customer out of the process

- Provide face to face contact via a network of sites where the access will be mediated using the website.

Main activities to realise savings:

- Improve the website so it becomes the channel of choice for customers for information and for transactions including e-payments.

- Change the existing customer service centre to a fulfilment centre where more requests are fulfilled at first point of contact rather than passed through to services or back offices.

- Transfer more of the processes of determining eligibility, assessment and approval of service from service areas to the customer service centre.

- Withdraw most of the current 60 separate telephone lines used for contacting the council.

7.4 ICT

<u>Objective:</u>

Provide and support best practice ICT solutions to support the one council approach. Rationalise and significantly reduce the number of different ICT systems across the council.

<u>Design principles:</u>

- Implement a one council approach to providing and supporting ICT across the organisation using a consistent hub and spoke model.

- Systems support a single view of the customer and a single customer record.

- Systems support self service by customers, staff and managers.

- Best practice ICT systems are adopted and mandated across the whole council.

- As few different ICT systems are used as possible.

- Systems are integrated and able to talk to each other whenever this provides a business benefit.

- The use of bespoke and local solutions is minimised and tightly controlled.

- The need for ICT support to systems is minimised.

7.5 Property management

<u>Objectives:</u>

Consolidate the current corporate team delivering services related to property and estates, standardising processes and ICT to release efficiencies.

Further reduce and maximise the use of the operational estate.

Accelerate the current approach to flexible working across the council using flexible and mobile working technology to support customer interactions.

<u>Design principles:</u>

- There is a one council approach to the management of property across the council including capital planning and project delivery with standard corporate processes and systems.

- Property, estates and facilities processes are managed centrally with services involved in commissioning the work.

- There is a defined council-wide governance framework for property services.

- Assets can be shared across the council so, as far as possible all properties should accommodate multiple services.

- Where service planning takes place property implications are always considered.

- There is recognition that service quality is not proportional to the number of facilities. Services should explore alternative channels to property to provide services.

- Properties that support face to face interaction should only be provided in locations where there is a high dependency for face to face communication.

- There is one core ICT system for management of assets.

- Council buildings are always be used for internal meetings and courses.

- A single, consistent approach to flexible working is applied across the council.

<u>Main activities to release savings:</u>

- Implement a one council approach to property, estates and facilities management.

- Challenge the operational estate and reconfigure it so that the council estate is rationalised and reused across services.

- Implement a consistent and standardised approach to flexible working, supported by the appropriate technology.

7.6 HR/Training/Workforce planning

Objective:

Further develop the existing HR shared service model to:

- Further automate and standardise core HR processes such as recruitment and selection, payroll and timesheet submission.

- Better utilise capacity across HR advisors and administrators through greater sharing of tasks.

- Grow the shared service centre through including training activities within the central team.

Develop a council wide approach to workforce planning and scheduling supported by a small number of core systems.

Design principles:

- There is a one council approach to HR and training.

- HR processes are delivered and co-ordinated from one central hub where resources are shared across directorates.

- There is one core HR and training system. All processes are automated and managers can input into them electronically.

- A single performance management framework for staff is implemented across the council.

- There is one centralised learning and development function.

- Where practical, training courses are delivered via e-learning.

- There is a defined suite of HR reports that are fully automated and meet the needs of managers and staff.

- There is a single, council-wide approach to workforce planning and scheduling.

- Where practical workforce planning and scheduling takes place centrally with directorates involved in commissioning the work. Where not possible, specialist teams are created to manage the specific needs of a service, still using standard processes and ICT systems.

- There are a small number of core systems for workforce planning and scheduling across the authority.

- These systems would link with HR systems and processes, such as payroll and annual leave.

- Staff are allocated to tasks according to their skills and capacity.

- Workloads are forecast several months into the future.

Main activities to release savings:

- Implement a shared service centre that serves the whole council for both HR and training activities.

- Implement online self service arrangements for all transactional HR activities.

- Support directorates by assigning a dedicated HR representative to each directorate who will be part of the strategic HR team and also provide support to the directorate to which they are assigned.

- Support automated processes through a defined number of ICT systems and applications. The use of automated systems is mandatory.

- Implement an organisation wide approach to learning and development with directorates commissioning through the shared service centre.

- Clarify exactly which activities the shared service centre will carry out and which activities managers will undertake.

- Develop a 'hub and spoke' model for workforce planning and scheduling where the hub offers a centralised pool of resource to support the council as a whole and the spokes offer specialist advice and knowledge of services to inform the commissioning of activity from the hub.

7.7 Financial management

Objectives:

Further consolidate finance teams to remove the duplication and fragmentation of processes that exists at present.

Standardise core finance processes such as budget management to provide an efficient, consistent approach across the council.

Implement self service for managers to enable them to manage their budgets effectively.

Improve and rationalise ICT applications to improve self service and access to financial information.

Better utilise specialist finance resources by adopting a risk-based approach to financial management. This will allow finance resources to focus on high value areas for the council.

Design principles:

- There is a one council approach to the delivery of financial management with standard corporate processes and systems including the roles and responsibilities for managers.

- Information is gathered once and used many times with a coherent, consistent single process for recording data with less time spent developing / reporting on individual spreadsheets.

- Consistent and standard processes are adopted for financial management, such as budgeting activities being standardised using fewer systems to provide greater control and visibility of cash flow.

- While financial management is coordinated by the centre, managers self serve and are empowered to manage their budgets and expenditure using timely and accurate information.

- A risk based approach to financial management support is adopted, concentrating on key issues.

- Resources and best practice are shared across the council, such as by introducing standard reports.

7.8 Procurement and contract management

<u>Objectives:</u>

Further consolidate procurement and contract management teams to remove the duplication and fragmentation of processes that exists at present.

Adopt a council wide approach to strategic commissioning.

Standardise procurement processes such as ordering and payments.

Improve and rationalise ICT applications to improve procurement related information.

Improve category management, applied to all areas of the addressable spend of the council.

<u>Design principles:</u>

For procurement:

- There is a one council approach to procurement underpinned by appropriate ICT systems, guided by a corporate procurement strategy and associated policies.

- There is a one council approach to the delivery of category management with standard corporate processes and systems.

- 'On-contract' purchasing is increased to enable improved visibility of expenditure and contract management and to drive volume discounts.

- 'Off-contract' and localised purchasing is reduced, with directorates encouraged to use corporate contracts and the centralised procurement team.

- Become a centre of procurement excellence.

- Move away from a directorate-based approach and, where appropriate, engage cross functional teams in procurement decisions.

For strategic commissioning:

- There is a one council to strategic commissioning.

For contract management:

- All large contracts are reviewed and setup in a manner that allows ongoing management and tracking.

- Consistent and standard processes are adopted for contract management with suppliers and contracts tracked on an ongoing basis to ensure value for money and performance against key metrics.

For all areas:

- Information is gathered once and used many times with a coherent, consistent single process for recording data with less time spent developing / reporting on individual spreadsheets.

- Resources and best practice are shared across the council.

Main activities to release savings:

Develop and implement a 'hub and spoke' model with the following attributes:

Activity in the "hub" to include:

- Centralised procurement activity and governance to rein in buying power to a central team, ensure policies are adhered to e.g. sustainability, maximise the buying power of the council and centralise procurement data.

- Developing the corporate framework for strategic commissioning.

- Oversee effective and efficient category management to ensure that the relevant professionals are aligned to areas where they can generate greatest benefit.

- Establish a centralised and electronic contract management process

- Ongoing tracking of benefits to ensure that savings are realised through demand management and tracking on-contract and off-contract expenditure.

- Undertake a retrospective analysis of current contracts to establish whether any unclaimed rebates exist.

Activity in the "spokes" will include:

- Responsibility for contract management within the service area.

- Working with the hub to identify needs, develop requirements and input into procurement processes.

- Ensuring that relevant supplier / procurement data is maintained in a timely and accurate manner.

7.9 Strategic core

Management Board agreed that 'Strategy and Policy' should be explored further at a later stage as there were felt to be particular issues that needed to be worked through. However, it was also agreed that other opportunities within the 'Strategic Support' areas could be pursued more quickly. It is felt that there are such opportunities in relation to research and consultation, performance management and improvement, and marketing, PR and communications.

Objectives:

Design and implement a shared service 'hub and spoke' model in the areas of research, intelligence and consultation.

Design and implement a shared service 'hub and spoke' model for performance management and improvement.

Develop a single council approach to marketing, PR and communications delivered by a single team.

Design principles:

- There is a corporate approach to research, intelligence and consultation.

- All research and consultation activity is located in the shared service which approves and manages any activities carried out in services.

- There is one performance framework for the council.

- Each indicator has a clear owner and defined process for collecting the data.

- Information is gathered once and used many times.

- There is a corporate approach to marketing, PR and communications delivered by a single team.

Main activities to release savings:

- Map in greater detail the current level and nature of activity that takes place across the processes identified above.

- Map current performance frameworks, business critical measures and targets currently collected within directorates.

- Design a single framework and cycle for managing the whole strategic support cycle – from setting strategies, through monitoring performance, conducting research and delivering results – including business planning processes, financial reporting and individual performance management.

- Identify key success criteria and performance measures related to key strategies.

- Identify core systems to support each of the strategic support process and underpin the new operating model.

- For each key performance indicator within the framework identify who will own it and that the process for collecting the data.

- Design the hub and spoke model and define what activities / processes will be in the hub and what activities will be in the spokes.

- Restructure and redesign the organisation structure to create a hub and the appropriate spokes.

- Pull together all marketing, PR and communications staff into a single team.

One Council' Organisational Change Programme
Programme Cashable Benefits Log
April 2013

Workstream	Benefit Status	Year 1 - 2012-2013	Year 2 - 2013-2014			Year 3 - 2014-2015			3 Years to 2014-2015		
		Achieved	Achieved	Forecast	Achieved + Forecast	Achieved	Forecast	Achieved + Forecast	Achieved	Forecast	Achieved + Forecast
Business Support	GREEN benefits	311	148	11	158	21	-	21	479	11	490
	AMBER benefits	-	-	360	360	-	321	321	-	681	681
	RED benefits	-	-	-	-	-	-	-	-	-	-
	TOTAL BENEFITS	**311**	**148**	**371**	**519**	**21**	**321**	**342**	**479**	**692**	**1,171**
Management & Supervision	GREEN benefits	404	328	-	328	152	-	152	884	-	884
	AMBER benefits	-	-	-	-	-	362	362	-	362	362
	RED benefits	-	-	-	-	-	-	-	-	-	-
	TOTAL BENEFITS	**404**	**328**	**-**	**328**	**152**	**362**	**514**	**884**	**362**	**1,246**
Customer Access	GREEN benefits	100	-	-	-	-	-	-	100	-	100
	AMBER benefits	-	-	40	40	-	113	113	-	153	153
	RED benefits	-	-	4	4	-	295	295	-	299	299
	TOTAL BENEFITS	**100**	**-**	**44**	**44**	**-**	**408**	**408**	**100**	**452**	**552**
Systems & Data	GREEN benefits	100	-	20	20	-	20	20	100	40	140
	AMBER benefits	-	-	7	7	-	55	55	-	62	62
	RED benefits	-	-	-	-	-	-	-	-	-	-
	TOTAL BENEFITS	**100**	**-**	**27**	**27**	**-**	**75**	**75**	**100**	**102**	**202**
Property Management	GREEN benefits	-	-	-	-	-	250	250	-	250	250
	AMBER benefits	-	-	-	-	-	-	-	-	-	-
	RED benefits	-	-	-	-	-	-	-	-	-	-
	TOTAL BENEFITS	**-**	**-**	**-**	**-**	**-**	**250**	**250**	**-**	**250**	**250**
HR Training & Workforce Planning	GREEN benefits	186	100	151	251	-	100	100	286	251	537
	AMBER benefits	-	-	-	-	-	167	167	-	167	167
	RED benefits	-	-	-	-	-	-	-	-	-	-
	TOTAL BENEFITS	**186**	**100**	**151**	**251**	**-**	**267**	**267**	**286**	**418**	**705**
Financial Management	GREEN benefits	76	57	-	57	-	-	-	133	-	133
	AMBER benefits	-	-	42	42	-	125	125	-	167	167
	RED benefits	-	-	-	-	-	-	-	-	-	-
	TOTAL BENEFITS	**76**	**57**	**42**	**99**	**-**	**125**	**125**	**133**	**167**	**300**
Procurement & Contract Management	GREEN benefits	560	2,148	149	2,297	-	-	-	2,708	149	2,857
	AMBER benefits	-	-	-	-	-	-	-	-	-	-
	RED benefits	-	-	72	72	-	72	72	-	143	143
	TOTAL BENEFITS	**560**	**2,148**	**221**	**2,368**	**-**	**72**	**72**	**2,708**	**292**	**3,000**
Strategic Support	GREEN benefits	100	-	-	-	-	-	-	100	-	100
	AMBER benefits	-	-	44	44	-	-	-	-	44	44
	RED benefits	-	-	-	-	-	-	-	-	-	-
	TOTAL BENEFITS	**100**	**-**	**44**	**44**	**-**	**-**	**-**	**100**	**44**	**144**
Non Workstream Specific	GREEN benefits	-	-	-	-	-	-	-	-	-	-
	AMBER benefits	-	-	-	-	-	-	-	-	-	-
	RED benefits	-	-	-	-	-	-	-	-	-	-
	TOTAL BENEFITS	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
One Council Programme	**GREEN benefits**	1,837	2,780	331	3,111	173	370	543	4,790	701	5,490
	AMBER benefits	-	-	493	493	-	1,143	1,143	-	1,637	1,637
	RED benefits	-	-	75	75	-	367	367	-	442	442
	TOTAL BENEFITS	**1,837**	**2,780**	**899**	**3,679**	**173**	**1,880**	**2,052**	**4,790**	**2,779**	**7,568**
Original financial target					3,596,000			4,048,000			7,644,000
Predicted financial savings expectation - May 2012					4,057,000			2,913,000			7,644,000

Status: Green - Benefit clearly defined and confident that benefit will be achieved; Amber - Benefit not yet clearly defined; Red - Low confidence that the benefit will be achieved.

'One Council' Organisational Change Programme - non cashable benefits[1]

1. Financial management

A consistent level of support is now available through the introduction of the Service Guarantee which empowers budget managers by ensuring clear lines of accountability and responsibility for their budget area(s) (NWoW2).

Expectations in relation to reporting structures for each "level" with budget management responsibility (e.g. budget manager reporting to AD, reporting to Director, reporting to management board etc., including frequency) is in place and ensures an appropriate budget hierarchy, supporting the accountability and responsibility aligned to the Service Guarantee (NWoW2).

Best practice is applied consistently within the area of Budget Management due to a simplified and standardised approach which has resulted in resources been aligned appropriately, leading to time savings, which in turn has enabled increased focus on value adding activities (NWoW2).

The Service Guarantee sets out the data requirements (both financial and non-financial) to ensure that budget managers are aware of information available to assist in their role. This results in an increased understanding of the budget and the factors which influence it. In turn this improves the organisations ability to plan ahead and ensure continued service delivery(NWoW2).

A more robust approach is now being taken towards the financial professional input in terms of offering advice/guidance and professional support and ensuring that budget managers are clear that they are ultimately responsible and accountable for "their" budget. This is aligned to the Service Guarantee and provides accountability and responsibility of the roles involved in budget management (NWoW2).

The S151 Officer and service directorates have improved confidence in financial management processes and requirements of those involved as a result of the Service Guarantee. The Service Guarantee along with the Roles and Responsibilities clearly details accountability and responsibilities of those staff involved in the process (NWoW2).

2. Procurement and contract management

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[1] The non-cashable benefits have been given a primary link to the 'One Council new ways of working'. These are as follows: NWoW (New Ways of Working) 1. Put the customer at the heart of what we do; NWoW 2. Simplify, standardise and share processes and services across the Council; NWoW 3. Foster a culture of performance, continuous innovation and customer excellence; and NWoW 4. Identify and maximise opportunities for further savings.

An increased focus of the service in respect of the way it relates to individual Directorates, through the use of the "Business Partner model", should ensure that we get value from the service which should assist effective procurement (NWoW1).

There have been initial improvements to the Procurement internet, although this work is on-going. Initial outcome is more clarity on how the market is made aware of and assisted to do business with the Council (NWoW1).

Wider communication/engagement strategy with the market which has included increased use of channels such as North Yorkshire Now, as a basis of sharing procurement issues into the authority area. This will lead to more knowledge of opportunities, which in turn should assist in market development, which will assist in achieving best value procurement (NWoW1).

The creation of FPMT and the related management arrangements, alongside the new Procurement Services contract, has raised the awareness and visibility of the procurement function, creating an effective "Hub and Spoke" approach to service delivery. This has resulted in more effective compliance with best practice and processes, and hence better purchasing decisions (NWoW2).

An increased focus for the Directorate Procurement Champions, alongside the new Business Partner arrangements, linked to on-going developments in category based approaches to procurement, has ensured effective compliance with best practice and processes, and hence better purchasing decisions (NWoW2).

Directorate Procurement Groups have been implemented in Central Services and BES so far. These will support better coordination and ownership of issues such as the Forward procurement plan, the related Resourcing Plan, communicating key messages etc. The specification of the NYPS service means an information service updating on legislation and best practice. Whilst this needs to be bedded in, this should provide an improved awareness of these issues, particularly best practice approaches, leading to better procurement decisions (NWoW2).

The creation of a "Resourcing Plan" – which will provide a clearer focus and value for money from the inputs from the NYPS service, and the link between that service and other scarce resources within NYCC. This will ensure more effective prioritisation of the contracted service resource (NWoW2).

A new e-tendering product, YORtender, has been implemented. This will provide improved functionality, including issues such as e-auctions and a dynamic purchasing system. It will also provide the basis for more effective communication of our procurement opportunities. All these things should help ensure better value for money from our procurement (NWoW2).

Improved coordination through FPMT is helping to ensure that processes and procedures are as effective and efficient as possible, meeting the needs of particular Directorates and the organisation as a whole. Examples include the review of the Gateway and decision-taking process linked to CPR18, and an on-going piece of work to review our Contract procedure Rules including the consideration of revising and aligning financial thresholds to appropriate levels. In general we are working towards the One Council vision of Standardise,

Share, and Simplify. This has delivered increased efficiency within those involved in procurement activities (NWoW2).

The introduction of an improved Procurement Manual which takes account of areas where there had previously been uncertainty. Whilst this process will be on-going, the early progress suggests that this will assist in the efficiency and effectiveness of the procurement function (NWoW2).

Improvements to the procurement intranet have ensured more relevant information is now included in one place making the information more user friendly and accessible to staff (NWoW2).

The specification of the NYPS service means an information service updating on legislation and best practice. Whilst this needs to be bedded in, this should provide an improved awareness of these issues, particularly best practice approaches, leading to better procurement decisions (NWoW3).

The specification for the new service covers added value over and above the service provided directly from the Northallerton based team. In practice this will mean that the local NYPS team will be supported by the wide range of experience and expertise available in the YPO organisation. In addition, the approach to training will now use a professional trainer, which should lead to consistent training outcomes for NYCC staff attending the procurement courses. This will deliver an enhanced service offering (NWoW3).

A review of our market engagement strategy "Doing Business in North Yorkshire" has resulted in better knowledge and confidence within the business sector regarding these issues, which should lead to improvements in supplier engagement with individual procurements, and hence better value for money (NWoW3).

3. Systems and data

Introduction of the email and file retention policy will bring compliance with Principal 5 of the Data Protection Act (Keeping data for only the length of time that is required for its use.) and reduce the time spent on FOI requests if we do not hold the data (NWoW3).

Due to a capped storage level being imposed on emails leading to a reduction in current email volume and using Outlook as the single email application there will be faster search capabilities and an enhanced user experience (NWoW 2).

The ICT Helpdesk will become the single point of contact for all systems and systems issues which is less confusing for the customer and saves time and allows development and change requests for all systems to be logged, tracked and fully traceable. (NWoW2)

The diversity of staff maintaining the numerous systems located together allows greater sharing of system knowledge leading to increased knowledge resilience and more technically flexible staff (NWoW 3).

Improved licensing control and management of applications, particularly in the area of Business Intelligence, has lead to a reduced risk of NYCC having under-licensed software installed on its computers and incurring any associated financial penalties (NWoW2).

Lagan is one example of an existing application already installed and licensed on NYCC servers being reused to deliver functionality required in other service areas, enabling sharing and improving data quality, instead of replacing and purchasing new (NWoW2).

Other examples include: Libraries Community Directory re-use of CYPS Families Service solution; County Searches Information re-use of Lagan, Information Security Incidents system re-use of Lagan; Use of Microsoft Office as opposed to Adobe Acrobat as a means of creating PDF documents; and Use of SharePoint to deliver a Violent Warning Marker solution.

PeaZip and Microsoft Speech Recognition are examples of 'free' applications that deliver the same functionality as 'at cost' applications which have now become NYCC standard applications and therefore save on the licence cost of each installation (NWoW2).

A number of applications including graphics and Business Intelligence software have been removed or upgraded to a standard version which has resulted in a significant reduction in the overall number of applications and versions, creating a portfolio of software and systems which is easier to manage, maintain and support (NWoW2).

A structured 'application portfolio' is now in place, listing software in use across the organisation, mapping attributes and giving greater understanding of what is installed and what function it performs, to support decisions on for future upgrades, opportunities, ICT change initiatives and business requirements. (NWoW4).

A robust process for application purchasing is now in place which channels all requests through the Client Officer Team, reviewing and re-using (where possible), or standardising on a software version which will lead to a future reduction in procurement activity and improvement and licence management. Examples include BI tools & graphics tools (NWoW4).

A robust process is now in place for maintaining applications to ensure compliance with current and future architecture and ability to deliver continuity of service (including Disaster Recovery) aligned to business needs and ICT strategy is now in place (NWoW 4).

Examples include: STARS (Insurance Management System); Registrar BMD indexes; Print Unit Work Management System (in-progress); and Libraries Community Directory.

The interaction required to complete the application portfolio and deliver the new ways of working has already improved the communications, relationship and understanding of goals between ICT delivery teams, support teams and service areas across NYCC, leading to more co-ordinated future initiatives and smoother development with lower associated 'unknown or unexpected' costs (NWoW4).

With owners actively managing applications on the application portfolio, understanding the licensing and contractual terms, it will allow advance future planning for decisions on system upgrades, replacement or retirement based on technical fit and business need, which will in turn reduce the number of upgrade projects saving time and money (NWoW4).

4. Customer access

Creating an entirely online process for the applying and paying for bus passes for 16-19 year olds, enabling customers to make an application at a time of their choosing and to easily set up a direct debit to pay for the pass (NWoW1).

Setting up an online "shop" to let customers order and buy copies of birth, death, marriage and civil ceremony certificates. Customers from across the world no longer have to ring (or email) requests during office hours, but can now do so at a time of their own choosing. In just under a month since launch almost half of all requests for copy certificates are made online (NWoW1).

The online highways fault reporting information will soon be fully integrated with the Highways operational system, saving time in the Customer Service centre and ensuring details of the fault get to the engineers as quickly as possible (NWoW3).

5. Management and supervision

Creation of the "Managers' Pocketbook" which brings together a range of brief reminders and tips to provide NYCC managers with a consistent understanding of their role as an NYCC manager when delivering services and developing staff. The pocket book will be distributed to all NYCC managers later in the Spring when the Middle Manager Development Programme is launched (NWoW3).

Introduction of a "One Council" core competency into the NYCC behaviour and skills framework to help communicate the One Council new ways of working and to embed them into the day-to-day performance of all staff (NWoW2).

6. Strategic support

A hub and spoke structure has been established for PR, marketing and communications functions which allow provision of a flexible service, with shared knowledge and expertise and effective use of appropriate resources. There is also clear understanding of service requirements, future demand and priorities allowing delivery of appropriate campaigns and the customer, both internally and externally, receives a clear and simple message about the work of the council (NWoW2).

External resources for PR, marketing and communications are now bought in and managed centrally allowing efficiencies to be made and standards to be improved (NWoW2).

Integrated campaigns, including all aspects of communication (with customer service at the centre), focussing on service delivery have been established, supported by an annual campaign programme, prioritised and linked to the corporate objectives (NWoW1).

A new development process for the key corporate strategies has been agreed which will ensure buy in and commitment from the council as a whole and accountability at a senior level (NWoW2).

A forward plan for development of the key corporate strategies has been agreed which will ensure timely and effective monitoring and development of these documents (NWoW3).

A policy issues log for Management Board has been implemented which will ensure that important changes to government policy which impact on the council's work are not missed and that the council is more responsive and co-ordinated in relation to policy issues (NWoW3).

A virtual policy group has been established which will enable better coordinated policy development and partnership engagement across the council and data and intelligence about external policy development will be shared more effectively (NWoW2).

Minimum standards for the production of strategies, policies and procedures will be introduced which will ensure that documents are easy to read and understand and contain the necessary elements to be effective (NWoW2).

A risk based authorisation matrix for strategies, policies and procedures will be put in place with tiered levels of authorisation to reduce bureaucracy, maintain standards and ensure agreement at the lowest appropriate level with consequent time savings (NWoW3).

All strategies, policies and procedures will be easily accessed through one point on the intranet and/or internet which will ensure that the current, up to date documents are used, that gaps and duplication of strategies, policies and procedures are identified and eliminated (NWoW 3).

A single fit for purpose corporate consultation tool will be procured which will ensure improved quality of consultation and research and better use and reuse of data (NWoW3).

The consultation pages on the internet will be improved to provide better public access to relevant consultations, ensure the public receive timely and relevant feedback and show the public how their views influence delivery of service (NWoW1).

A virtual network of consultation specialists will be established to share best practice, provide challenge and input to relevant projects ensuring better coordinated research and consultation across the council, and better understanding of the work of other directorates (NWoW2).

A risk based authorisation matrix for research and consultation will be put in place with tiered levels of authorisation to ensure tighter control on higher risk consultations, reduce bureaucracy, maintain standards and ensure agreement at the lowest appropriate level with consequent time savings (NW0W3).

Designated directorate consultation leads will be established who will manage a formal forward plan for research and consultations ensuring that information about forthcoming research and consultation exercises is communicated effectively in advance in order to encourage take-up across the organisation (NWoW2).

Defined best practice and minimum standards for consultation and research will be agreed which will improve quality and ensure better and more useful responses are received. There will also be less likelihood of challenge or judicial review and more effective decision making (NWoW3).

Consultation materials will be centrally produced and coordinated releasing service staff to do their day job with consequent time savings, reducing duplication of research and consultation and consequent consultation fatigue on the part of consultees (NWoW2).

We will enter into a contract with a single external consultation 'partner' to provide expertise when necessary for major strategy development or significant savings plans and to undertake all consultation activity which cannot be delivered in house eg Citizens Panel. This will ensure that consultation and research is more cost effective and the quality of consultation and research is improved (NWoW4).

Data and management information from research, consultation and customer insight will be shared through a central repository which will ensure that it can be effectively used to monitor performance and improve service provision and delivery (NWoW3).

A clear and effective council wide performance management framework will be developed allowing a clear golden thread and performance issues to be addressed at all levels of the council with teams and individuals clear about their own criteria for assessing performance and readily able to see how their contribution fits in (NWoW3).

There will be a layered set of defined performance indicators with collective ownership and clear responsibilities, and common use of language and measures. These indicators will have a greater emphasis on outcomes for service users, including customer satisfaction and local needs (NWoW3).

The framework and indicators will allow managers to identify opportunities for improvement in performance for individuals, teams and services, and to actively encourage a culture of performance improvement (NWoW3).

Performance management tools will be reduced to provide systems which are simple, avoid duplication and provide accurate and timely monitoring information (NWoW2).

Performance information and other business intelligence will have one 'version of the truth' where information is 'joined up' in both the collection, analysis and dissemination allowing access and transparency (NWoW3).

Self service provision for performance and business intelligence date will be established to improve accessibility for managers, including HR and finance data. This will allow business critical information to be available to managers through a standard set of fit for purpose information systems and tools on a 'live' or 'real time' basis allowing the service to be more flexible and agile and respond to service need. Managers can then forecast and scenario plan (NWoW3).

Redundant data collection will be eliminated with consequent savings in time and effort (NWoW4).

7. Property management

A new room booking process using Outlook has reduced the time taken to organise meetings, made it easier to find out which rooms are available and when which has resulted in increased room utilisation and reduced administration time and effort (NWoW2).

The redesign of roles and processes for property projects will result in property management being involved at an earlier stage of projects which will more effectively define requirements at the beginning resulting improved planning and co-ordination, reducing unforeseen changes / costs and improving relationships with contractors (NWoW2).

The redesign of roles and processes for property projects will result in the customer dealing with one individual throughout the project this will ensure the customer's requirements are more effectively met resulting in improved customer satisfaction (NWoW1).

8. HR, training and workforce planning

A new process encompassing all training and learning activity, from defining training need to accessing training, has been implemented, ensuring a simplified and standardised process (NWoW2).

A clear procurement framework and process for all externally delivered training, where internal delivery is not appropriate, has been implemented, ensuring a simplified and standardised process and maximising savings potential (NWoW2).

A central delivery unit has been created which has trainers and assessors that deliver to all Directorates as needed; providing a more streamlined, effective and quality service (NWoW2).

Fully automated systems have been developed to enable the wider sector to link successfully and easily with learning / training delivery (NWoW1).

The Learning Zone and Training Administration System continues to be developed to promote better employee personal development and training satisfaction (NWoW1).

The implementation of a transactional centre serving the whole council for all employment related issues; and, the streamlining and standardisation of processes throughout the employment life cycle has not only significantly reduced double handling and therefore increased efficiency, but also created numerous staff related benefits (NWoW1).

The development of online self-service arrangements for all transactional employment related activities has ensured staff experience improved access to information from wherever positioned within the organisation, supporting flexible working and improving customer satisfaction (NWoW1).

As a result of the standardised IT system(s) and processes developed managers and staff have increased confidence with the quality of information received (NWoW3).

The automation and standardisation of staff scheduling processes and procedures will enable robust self-service for managers and staff; identifying and measuring demand,

reducing processing time, increasing productivity and ensuring that the organisation is as flexible as possible and achieves the greatest activity from available resource (NWoW3).

9. Business support

BS staff working alongside service specific staff on a day to day basis enables quality and efficient working to be maintained. BS staff have enough knowledge to undertake support work within operational processes; BS staff can provide additional value in terms of on-site ICT Superusers (NWoW2).

Centralised management of these posts enables consistency/equity of support to teams whilst enabling BS Staff remain part of a wider team. Consistent level of quality/service provided to operational teams (NWoW1).

Ability to ensure equity of support across services by BS staff as a result of BSMs having a better overview what is provided, and what is not provided. Geographically based BSM will have local knowledge to be more informed of demands on BS within particular services; Ability to flexibly deploy staff to services, where appropriate (NWoW4).

Small group of geographically based BSMs will enable closer working to ensure quality and consistent approach. Working as a management tier, BSMs can provide a full county overview of what is working well, what is not working well, but be in a position to deploy changes in a controlled and consistent approach (NWoW2).

Countywide Services - Provide tools and information to enable staff to quickly self-serve; Speeding up the experience for the internal customer provides a single point of contact for internal customers; Speeding up the experience for internal customers; More consistent advice and support as a result of a central group of 'experts' should improve quality and confidence in some processes (NWoW2).

Provides a better mechanism for identifying what is working well/what is not working so well; Enable changes to be relevant, informed and add value (NWoW2).

Standard Job Framework - Provide equity across roles in terms of pay and responsibility; Wider opportunities for staff to move sideways and/or progress in terms of career pathways and training (NWoW2).

Training more likely to take place within a wider staff group – increasing morale whilst enabling increased quality of services (previously courses have not run as a result of being within directorates, and not enough staff to run a course) (NWoW3).

Other examples include: Maintain / increase quality, Added value, Consistency and equity, Better overview, Local knowledge, Informed on particular demands, Increased flexibility, Closer working, Increase self-serve, Quicker turnaround and Improve quality and confidence (in some areas).

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