DECISION-MAKER:	OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE		
SUBJECT:	TRANSFORMATION UPDATE		
DATE OF DECISION:	10 APRIL 2014		
REPORT OF:	CABINET MEMBER FOR EDUCATION AND CHANGE		
CONTACT DETAILS			
AUTHOR:	Name:	Adrian Richardson	Tel:	023 8083 3528
	E-mail:	Adrian.richardson@southampton.gov.uk		
Director	Name:	Suki Sitaram	Tel:	023 8083 2060
	E-mail:	suki.sitaram@southampton.gov.uk		
STATEMENT OF CONFIDENTIALITY			
None			

BRIEF SUMMARY

This report provides an update on the progress made in relation to the council's transformation programme during the 4th quarter of 2013/14.

RECOMMENDATION:

(i)   The Committee is requested to consider and note this report.

REASON FOR REPORT RECOMMENDATIONS

At the OSMC meeting in November 2013, the chair requested that OSMC receives updates and reviews on the Transformation Programme at appropriate intervals. In response, it was agreed updates will be provided on a quarterly basis, commencing January 2014. This is the update for the 4th quarter of 2013/14 (January – March 2014).

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

None.

DETAIL

1. I am pleased to report that considerable progress has been made in the last 3 months and the achievements I want to highlight are:

    -   Cabinet have agreed the list of key transformation projects

    -   Key milestones have been achieved in the current transformation projects

    -   Work is underway to consolidate current projects into a Customer First programme so that we link our back office processes into the front end customer experience to produce true end to end channel shift

    -   Project management and governance arrangements are now in place.

2. The Council's Management Team (CMT) and Heads of Service have been working together to develop the list of transformation projects and focus the programme on the delivery of benefits and the consequential cost reductions.

Three categories of transformation projects have been defined – Cross Cutting, People and Place and the list of eleven key projects is shown in Table 1 below. A considerable amount of work has already been undertaken to prepare business cases for each of these projects and many will be finalised in the coming few weeks. For each project more detailed descriptions are set out in Appendix 1 and Appendix 2 provides the summary in the format being presented to the Transformation and Improvement Board monthly.

3.

Table 1 List of Priority Projects				
Ref	Category	Project	Sponsor	Lead
1.	Cross Cutting	HR Transformation	Mark Heath	Mike Watts
2.	Cross Cutting	Smarter Procurement	Mark Heath	John Spiers
3.	Cross Cutting	Customer First	Andy Lowe	Rob Harwood/ Claire Corbett
4.	Cross Cutting	Business Support Policy and Performance	Suki Sitaram	Vanessa Shahani Emma Lewis
5.	Cross Cutting	Strategic Asset Management and Service properties	Mark Heath	John Spiers
6.	People	Joint and Integrated Commissioning	Alison Elliott	Stephanie Ramsey
7.	People	Children's Services	Alison Elliott	Theresa Leavy
8.	People	Adult Services	Alison Elliott	Helen Woodland/ Paul Juan
9.	People	Housing Services	Alison Elliott	Nick Cross
10.	Place	Waste Services	Stuart Love	Jon Dyer-Slade
11.	Place	Libraries Transformation	Stuart Love	Tina Dyer-Slade

4. Milestones achieved for the current transformation projects:
- Accommodation issues resolved for move from Marland House
- The PARIS upgrade to 4.4 was successful and the 5.1 upgrade is being scoped

- Integrated Commissioning Unit
  - Further work has been done on pulling smaller contracts into a number into a larger tenders
  - Detailed work is underway on reducing high cost placements
  - Changes to the quality team have started showing benefits e.g. – we have moved several nursing homes to come off suspension
  - Work is has been undertaken with Adults regarding review of

Finance and Billing processes with an agreement that these functions will integrated into the Buyers Team once initial restructure and early review is completed

- Adults Services Transformation

    o New structure went live on 1st April 2014 with an emphasis on greater reablement and supporting people to be more independent.
    o Restructure savings identified for 2014/15 within Adult's Services have been achieved

    o Reviewing assessment process linked to PARIS forms
    o Good progress made with quality assurance framework and proposed recruitment campaign
    o Progress is being made on leaning the processes for assessments and billing – some improvement in processes and further work is being done.

- Children's Services Transformation

    o Following the restructure, the Children and Families Services division was launched on 1st April 2014 and a number of posts in the new management structure have now been filled.

    o The Multi Agency Safeguarding Hub (MASH) has been established and is located in a new unit in the North Block of the Civic Centre

- Libraries Transformation
    o The key objectives are to embrace wider council services, commissioners, partners and external agencies in the development of an improved offer. The scope and governance for this project has recently commenced.

5. In February 2014 the Transformation & Improvement Board agreed the revised programme and project governance framework and reporting model and the membership now includes all CMT members. We have agreed to establish the central Programme Management Office (PMO) through secondment s within the council to both lead programmes and projects and support effective project management across the whole council.

6. This Transformation programme and project governance framework sits alongside the Capital Board governance arrangements and brings together the current programme and project boards into a single governance model framework, aligned to the gateway process. This enables the Transformation and Improvement Board to prioritise, decide and allocate resources for project, ensure projects are well managed and review progress and performance through monthly one page highlight reports. Further work is being done to include benefits realisation and service performance analysis and Appendix 2 shows the high level monthly summary which will be used to monitor the progress of the key transformation projects.

7. At the meeting in January 2014, I explained our objective to develop current transformation projects into a coordinated "one council" transformation programme. At that time, I had expected to be in a position to present a draft Transformation Plan in March 2014. The timescale for this has been revised to

June 2014. This is to enable the Council's Management Team to complete further detailed work on producing a cost reduction plan to achieve the required level of savings in the medium term and deliver priority outcomes. Directors are taking the lead with their management teams to review services with options to identify potential cost savings which would come into effect from 2015/16 and beyond. This work includes the finalising of business cases for the transformation of services within the People Directorate and HR transformation.

RESOURCE IMPLICATIONS

Capital/Revenue

8.   Approvals in the last two months for bids from the Transformation Fund in conjunction with refinements to the previously approved bids leaves a forecast balance of £1.12 M available to support further investment in the transformation programme.

9.   As well as new resource provision divisions and directorates continue to allocate staff to the delivery of the transformation projects in parallel with input from partner organisations.

Property/Other

10.   No implications identified at this stage. The Strategic Asset Management work stream is likely to propose significant changes to the management of the council's property portfolio.

LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

11.   The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000

Other Legal Implications:

12.   None

POLICY FRAMEWORK IMPLICATIONS

13.   These will be defined as the work progresses.

KEY DECISION?	No
WARDS/COMMUNITIES AFFECTED:	All

SUPPORTING DOCUMENTATION

Appendices

1.	Appendix 1 – List of transformation projects
2.	Appendix 2 - Change Portfolio Summary

Documents In Members' Rooms

1.	None

Equality Impact Assessment

Do the implications/subject of the report require an Equality Impact Assessment (EIA) to be carried out?	Yes, separately for different projects

Other Background Documents
Equality Impact Assessment and Other Background documents available for inspection at:

Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)

1.	None	