



# **Improvement Programme Annual Report 2011/12**

June 2012  
Version 2

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## Introduction

This report sets out the achievements and progress to date of the Improvement Programme during 2011/12. A number of project case studies exemplify the added value that the Improvement Programme is bringing to the Council.

The Improvement Programme has been delivered with the full collaboration and cooperation of all departments and services across the Council. It has been a genuine 'One Council' effort which has been recognised on a national stage.

In November 2011 the Leader of the County Council and the Improvement Director showcased the role the Improvement Programme was having in transforming the Council at the County Councils' Network (CCN) Annual Conference. A short video was developed for the event which described the journey and success to date.

There remains more to be done, but achievements in 2011/12 create a solid platform for the future.



Screenshots: Transformation Infomercial presented at CCN Conference, 2011.

## **Assuring Progress**

The Improvement Programme has robust methodologies in place to measure and control progress in delivering agreed benefits, savings and efficiencies. A proportional approach to governance is in place which is designed to ensure that project management requirements in delivering projects are relative to the project's value, risk and complexity. This is an area that will be reviewed in the coming months with the benefit of 18 months experience.

The Programme continues to use a web-enabled project and benefits tracking system to give accountability, visibility and transparency to the delivery of projects within the Programme. Project managers submit monthly highlight reports for all 'live' projects. These are used to produce an aggregated Programme report against which progress is tracked and project exceptions considered for resolution.

The Programme also employs a robust change control process which ensures that any material changes to a project's scope, timeline, cost or benefits are considered and recorded.

In a key development to Programme governance in 2011/12 a project gateway review process has been developed for use with high governance projects. This was used at a key point in the Children's Social Care Transformation programme (see case study later in the document). Gateway reviews provide additional assurance of delivery by assessing readiness to progress to the next stage of the project lifecycle. Gateway reviews have proved to be a valuable addition to the Programme.

*'The Improvement Programme governance arrangements are strong and good progress is being made in delivering the Programme'.*

Ian Sadd  
District Auditor  
November 2011

## Improvement Programme Annual Report 2011/12

### Cashable Benefits for 2011/12

	Expected Savings (£000's)	Realised (£000's)	Slipped - to be realised in future years (£000's)
<b>Department</b>			
<b>Adults Social Care, Health and Public Protection</b>	27,237	25,497	1,740
<b>Children, Families and Cultural Services</b>	23,921	23,921	
<b>Policy, Planning and Corporate Services</b>	4,887	4,887	
<b>Environment &amp; Resources</b>	18,656	15,656	3,000
<b>Horizontal</b>	773	773	
<b>Total</b>	75,474	70,734	4,740
<b>% of Total</b>		<b>93.7%</b>	<b>6.3%</b>

#### Project breakdown detail

Nos of projects achieving savings	155
Nos of projects with slipped savings	9
Nos of projects completed in 2011/12	88

#### Headlines:

1. Almost 94% of the £75.5m 2011/12 savings target has been delivered across 164 projects
2. Nine projects had a delivery shortfall of £4.74m (6.3%) which will be realised in future years. The slippage includes £3m in respect of additional procurement savings and a methodology for extracting these savings will be put in place shortly.



## **Expenditure**

**In 2011/2012 expenditure for the Improvement Programme was £5.6m, which included the following:**

- The revenue cost of implementing BMS was £ 2.4m
- Support to CFCS was £1.5m
- Support to ASCH&PP was £ 0.9m
- Support to E&R was £ 0.6m

## Key Work Streams – progress to date

The following are just some of the achievements of the key Improvement Programme programmes / projects which are being delivered across the County Council.

### Ways of Working

- Data capture of all departmental headcount, desk requirement and work style profiles
- Construction and Migration Plan programme for County Hall & TBH in place
- 2 building disposals - 39/41 and 47 Loughborough Road
- Centenary House emptied and on the market for sale
- Successfully moved 667 people without disruption to services
- Refurbishment of County Hall reception completed
- Fire and lift refurbishment works at TBH and CH completed
- New ways of working protocols developed

### Business Management System

- BMS went live on November 29<sup>th</sup> 2011
- Extensive staff training programme to use the new system completed
- Council payroll successfully transitioned into the new system
- Year end system processing successfully completed
- Self Service HR Environment deployed county wide
- Resolution of first year system issues successfully completed
- Work is ongoing to resolve the cultural and technical issues associated with such a major system change

### Organisational Design & Development

- Council structures streamlined by moving from 13 to 7 tiers
- Significant savings as a result on management de-layering
- Implemented a Competency Framework for the Council including an integrated Learning & Development offer
- Rolled out the 'One Council - One Team' agenda led by the Chief Executive to articulate to staff the Council's vision and values and the need for change

## Key Work Streams – progress to date

The following are just some of the achievements of the key Improvement Programme programmes / projects which are being delivered in specific areas of the County Council.

### Adult's Social Care Transformation

- 16 of 49 projects completed
- £25.5m savings delivered (93% of savings target)
- £1.1m of year 2 target delivered ahead of schedule
- Significant number of business processes streamlined to ensure greater efficiency
- Increased capacity in project management skills (e.g. project planning, analytical skills, process mapping) to identify and address inefficiencies in the way business is undertaken

### Children's Social Care Transformation

- 18 of 35 projects completed
- £23.9m savings were delivered (100% of savings target)
- Internal project team established to drive the design phase of the Children's Social Care Transformation programme
- A robust benefits realisation plan in place for the Children's Social Care Transformation programme
- Service re-configuration of Early Years on track to deliver better outcomes for children and families

### Other Projects

- The modernisation of the Council's fleet services which was supported, was delivered on time, and realised £1.2m of savings
- The Services to Schools project launched a more customer focused service offer and provided a model of how services should operate under a single brand
- Plans to redevelop Sherwood Forest Visitor Centre and the National Water Sports Centre are moving forward in line with member expectations



## Deploying Resources Effectively

### Right People, Right Place, Right Time

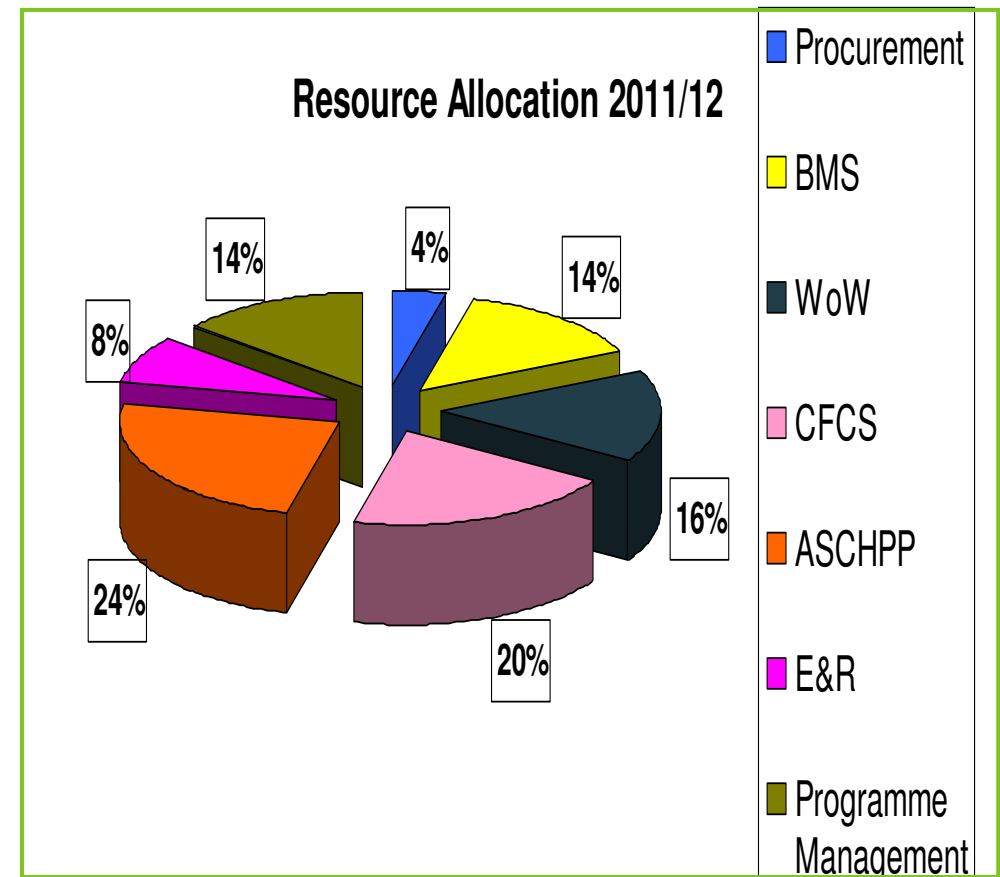
The main focus of the Improvement Programme is the delivery of high governance projects. These are the projects which are at the forefront of transforming the County Council to be a leading local authority of the future.

The Improvement Programme regularly reviews the deployment of staff resources across the programmes and projects to ensure that the right people are in the right place, at the right time, doing the right things.

The blended approach, of using Improvement Programme and departmental staff alongside specialised temporary contractors, has been successful both in terms of building organisational capability and providing capacity.

Improvement Programme staff are engaged in a range of activities to ensure Programme execution including:

- planning and setting projects up for success
- project management (including risks and issues)
- problem solving and trouble shooting
- stakeholder engagement & communication





## **Adding Value – Case Studies**

The following pages contain a series of case studies which exemplify the work of the Improvement Programme in supporting either diagnostics, design or project implementation.

**Embedding project discipline: Learning Disability & Mental Health Community Care Project**The Project

The project was charged with saving £5.124m (14% of the service's net budget) over 4 years. 10 work streams were launched to achieve a target saving of £1.28m during 2011/12. The division's intention was to focus mainly on reducing the unit costs of services in order to protect front line services.

Improvement Programme Approach and Outcomes

The Improvement Programme provided a dedicated Project Manager (PM) to oversee the delivery of all work streams. The PM established a number of mechanisms with work stream leads in order to capture progress and savings achieved. Monthly board meetings have been used to systematically review progress against targets, acted as a forum for managing interdependencies and resolving issues.

A systematic and structured approach has contributed to some positive outcomes to date:

- The year 1 target of £1.2m savings has been exceeded
- The majority of the savings achieved to date have come from successfully working together with providers to ensure that the services delivered represent value for money
- 15 adults, out of 500 living in residential care, have been helped to move into supported living
- The programme is now largely self-managing and the Improvement Programme input has therefore been reduced accordingly

*"The Improvement Programme provided a coordinated approach towards managing a large number of work streams and ensured that all work streams moved forward at a faster pace than might otherwise have been the case."*

Jon Wilson  
Service Director,  
ASCH&PP

## **Building Organisational Capacity: Children's Social Care Transformation Programme**

### The Programme

Phase 1 & 2 of the programme involved defining a new operating model for the division based on entry and avoidance, care and support for looked after children (LAC) and providing permanent accommodation solutions for children. Phase 3 was designed to be a transitional phase during which planning would be undertaken and phase 4 would be the implementation phase. The projects within the programme include:

- Multi Agency Safeguarding Hub (MASH)
- Managing transitions between CFCS and ASCH&PP
- Reducing the time taken for children to be adopted

The department's original intention was that the appointed consultancy would lead all phases of the programme and that skills and Knowledge transfer would take place towards the end of the programme.

### Improvement Programme Approach and Outcomes

The Improvement Programme undertook a Gateway Review and a skills analysis review to assess progress and future resource needs. A resourcing hierarchy was proposed to minimise dependency on external consultancy and to maximise use of Council resources. Skills sets across the Improvement Programme were deployed to support the programme and the short term capacity issues were resourced from interim contractors who provided better value for money than consultants. This resulted in the department deciding not to renew its contract with the consultancy. A cost avoidance of £215,000 was achieved, this money was then re-invested in an internal project team.

A more recent Gateway Review indicated a high level of engagement on the part of the Children's Social Care service with the Improvement Programme.

*" A skills gap analysis and resourcing review allowed us to develop our internal capacity and capability to lead the Programme ensuring reduced dependency on consultants and better value for money."*

Steve Edwards  
Service Director,  
CFCS

## **Driving out wasted effort: ASCH& PP Organisational Redesign Project**

### The Project

The Department had committed to budget reductions of £2.9 m from an Organisational Redesign project and intended to achieve these through staff reductions. Savings of almost £1.4m had been already achieved through reductions in management and the second wave of savings was focused on a wider staffing reduction. Additional analysis was required to ensure that the planned reduction in staffing could be mitigated and supported by improving processes for staff and outcomes for customers. A Business Process Re-engineering (BPR) review formed an integral part of the consultation process for the redesign.

### Improvement Programme Approach and Outcomes

The Improvement Programme provided a Commercial / Business Analyst who was tasked with providing the Senior Leadership Team with a fuller picture of how the savings target could be achieved. The Commercial Analyst worked alongside the project manager with the specific aim of ensuring that there was an effective transfer of skills to the Council. The specific interventions of the BA which delivered the greatest impact were as follows:

- Identifying at what point in the customer journey the business process could be re-engineered in order to make the most significant savings.
- Identifying how changes to business processes could create capacity amongst front line staff and their line managers.
- demonstrating that by working more effectively, the Department could mitigate against the risk that services to the public would be adversely impacted by staffing reduction.
- Identifying a short, medium and long term programme to achieve outcomes beyond the life of the redesign that is supportive of the new ASCH & PP operational commissioning structure.

*“The skills and knowledge held by the Business Analyst have complemented staff in-house and helped to provide sufficient confidence in the readiness to proceed with the restructure consultation process .”*

Mandy Shiel  
Programme Manager,  
ASCH&PP

## Embedding a commercial approach: Services to Schools Project

### The Project

The project aimed to review and re-market the range of services which the Council was selling to schools at an annual income of £47m in 2011/12. A key work stream of the project was dedicated to understanding and evaluating the true cost of services that the Council provides to schools.

### Improvement Programme Approach and Outcomes

The Improvement Programme provided a Commercial / Business Analyst to lead on this work stream and provided a dedicated Project Manager to oversee the delivery of all work streams.

Using a commercial 'profit & loss' approach, the Commercial / Business Analyst designed a financial model to understand and capture all individual sold services, summarising income streams; costs of sales; staff resource and costs as well as providing an estimate for the allocation of departmental and corporate overheads.

This approach contributed to the following outcomes;

- Identifying an additional £17m of income received from sold services to schools
- Highlighting a projected loss of secondary school income, as a result of academy conversions
- Identifying the surplus / deficit position of all sold services
- Providing intelligence and understanding of sold service buy-back, identifying trends, strengths and weaknesses
- Producing recommendations for those sold services with the potential to benefit from business process re-engineering

*"Taking a commercial approach has helped us to understand more about the true cost of services and the total income generated, providing valuable management information for the Programme Board. Although it's early days, I'm confident that this level of analysis will help us achieve our project goals."*

Anthony May  
Corporate Director  
CFCS Department



## **Lessons Learned - Stakeholder Management: Ways of Working Programme**

### The Programme

This programme focuses on the alignment of a property rationalisation and office accommodation strategy to create flexible office space, underpinned by new working practices and improved technology to facilitate flexible and mobile working.

### Programme approach to date

Learning from other successful programmes (e.g. Nottingham City Council, Rotherham MB Council, Boots, BMS) has enabled early adoption of targeted stakeholder management. To build and sustain ownership and commitment to the programme, a blended approach to stakeholders has been initiated which involves the Programme's project managers working with cross-departmental groups (to identify common approaches / risks and issues) and with specific departmental groups (to identify and address department specific issues).

Early involvement of key stakeholders was created by investing heavily in discussions with senior officers and strategic managers to obtain a comprehensive picture of future business needs. This has enabled planning of team locations and space designs. Targeted workshops and briefings have been key in initiating understanding of the implications and benefits of ways of working.

Early engagement was created through briefings and meetings during the scoping and planning stage, with more active stakeholder involvement planned for the design stage and refurbishment works. For 2011/12, the construction programme focussed on the West Bridgford campus, which required a targeted engagement approach with the 1,650 employees located in those sites.

*"Making sure the Ways of Working Programme supports, translates and communicates our business needs is a real challenge, but one that the Ways of Working team works hard to get right."*

John True  
Service Director,  
CFCS Department

## **Achievements for 2011/12 and Priorities for 2012/13**

### **Achievements for 2011/12**

- ✓ Almost 94% of the £75.5m 2011/12 savings target has been delivered across 164 projects
- ✓ Built organisational capability through targeted use of interims and consultants (eg Commercial /Business Analysts) working alongside Council staff
- ✓ Developed Business Process Reengineering capacity within the Improvement Programme
- ✓ Developed and implemented a robust Gateway review process to assure on-going project viability and readiness to proceed from one stage to the next
- ✓ Developed and cascaded a robust approach to programme and project planning
- ✓ Nationally showcased at the County Council's Network (CCN)

### **Priorities for 2012/13**

- ✓ Build on the outcomes of the work undertaken to date to develop an updated programme of improvement work for the Council
- ✓ Develop a more strategic role, providing analysis to underpin future service improvement
- ✓ Lead a council wide programme of process improvements
- ✓ Provide expert resources to support delivery of existing and new change programmes and projects
- ✓ Focus on the delivery of high governance projects and their outcomes and benefits
- ✓ Continue to build organisational capacity and capability in key, business critical areas