



Please ask for Charlotte Kearsey
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The Chair and Members of Cabinet

14 April 2022

Dear Councillor,

Please attend a meeting of the CABINET to be held on TUESDAY, 26 APRIL 2022 at 10.30 am in Committee Room 1, Town Hall, Chesterfield, the agenda for which is set out below.

AGENDA

Part 1(Public Information)

1. Declarations of Members' and Officers' Interests relating to items on the Agenda
2. Apologies for Absence
3. Minutes (Pages 3 - 6)

To approve as a correct record the Minutes of the Cabinet meeting held on 5 April, 2022.

4. Forward Plan

Please follow the link below to view the latest Forward Plan.

[Forward Plan](#)

Items Recommended to Cabinet via Cabinet Members

Cabinet Member for Business Transformation and Customers

Chesterfield Borough Council, Town Hall, Rose Hill, Chesterfield S40 1LP

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5. Organisational Development Programme (Pages 7 - 40)
6. Exclusion of the Public

To move “That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1 of Part I of Schedule 12A to the Local Government Act 1972.”

Part 2 (Non Public Information)

Cabinet Member for Governance

7. Absence of Member of the Council (Pages 41 - 42)

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Randy', written in a cursive style.

Local Government and Regulatory Law Manager and Monitoring Officer

CABINET

Tuesday, 5th April, 2022

Present:-

Councillor P Gilby (Chair)

Councillors Blank
D Collins
Holmes
Ludlow

Councillors Mannion-Brunt
Sarvent
Serjeant

*Matters dealt with under the Delegation Scheme

109 **DECLARATIONS OF MEMBERS' AND OFFICERS' INTERESTS
RELATING TO ITEMS ON THE AGENDA**

No declarations of interest were received.

110 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors J Innes and P Innes.

111 **MINUTES**

RESOLVED –

That the minutes of the meeting of Cabinet held on 15 March, 2022 be approved as a correct record and signed by the Chair.

112 **FORWARD PLAN**

The Forward Plan for the four month period 1 May to 31 August, 2022 was reported for information.

***RESOLVED –**

That the Forward Plan be noted.

113 **ARMED FORCES COVENANT - CHESTERFIELD BOROUGH**

COUNCIL ACTION PLAN

The Service Director – Corporate submitted a report describing the progress made in implementing the Armed Forces Covenant Action Plan for 2019 – 2023 and recommending for approval further actions for 2022/23.

The Armed Forces Covenant Action Plan for 2019 – 2023 had also been developed to reflect the council's commitment to continue to work collaboratively with Derbyshire County Council and all Derbyshire district / borough councils in support of the Derbyshire Armed Forces Covenant, which was first signed in April 2012 and revised in 2019.

The revised Armed Forces Covenant Action Plan for 2019 – 2023 was attached at Appendix 1 of the officer's report.

***RESOLVED –**

1. That the progress made against the Chesterfield Borough Council Armed Forces Action Plan for the period 2019-2023 be noted.
2. That the updated Chesterfield Borough Council Armed Forces Action Plan be approved for delivery in 2022/23.

REASON FOR DECISIONS

To demonstrate and reaffirm our commitment and support to the armed forces community.

114 REVIEW OF THE CODE OF CORPORATE GOVERNANCE AND THE ANNUAL GOVERNANCE STATEMENT

The Internal Audit Consortium Manager submitted a report inviting Cabinet to consider and review Council compliance with the Code of Corporate Governance during 2021/22, and to approve the Annual Governance Statement for onward submission and sign off by the council's Standards and Audit Committee.

The report noted that the Code of Corporate Governance reflected the most recent guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

The Internal Audit Consortium Manager confirmed that the report and various supporting appendices comprising the Annual Governance Statement would be presented for at the next meeting of the Standards and Audit Committee on 20 April, 2022.

***RESOLVED –**

1. That it be recommended to the Standards and Audit Committee that the supporting documents to the officer's report, attached at Appendices 1 and 2, be approved and the Annual Governance Statement for 2021/22 be signed by the Leader and Chief Executive.
2. That a further review of Council compliance with the Code of Corporate Governance be undertaken in 12 months' time.
3. That the Corporate Leadership Team monitor progress with regard to the actions recommended to address the issues and future challenges identified in the Annual Governance Statement.

REASONS FOR DECISIONS

1. To enable the Cabinet and the Standards and Audit Committee to monitor the Council's compliance with the Code of Corporate Governance.
2. To comply with the requirements of the Accounts and Audit Regulations 2015.
3. To support the maintenance of sound risk management, governance and control arrangements within the Council.

115 EXCLUSION OF THE PUBLIC

RESOLVED –

That under Regulation 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972.

116 ABSENCE OF MEMBER OF THE COUNCIL

The Senior Democratic and Scrutiny Officer submitted a report enabling the Cabinet to consider, for the purposes of Section 85(1) of the Local Government Act 1972, the reasons for the absence of a Member of the Council from meetings of the Authority.

Councillor Ian Callan had been prevented from attending meetings of the Authority since his last attendance on 25 October, 2021 due to illness.

***RESOLVED –**

That, for the purposes of Section 85(1) of the Local Government Act, 1972, the reason for the absence from meetings of Councillor Ian Callan since 25 October, 2021 be approved and that his continued absence from meetings be authorised through until 30 June, 2022.

REASONS FOR DECISIONS

To meet the requirements of Section 85(1) of the Local Government Act 1972.

For publication

The Organisational Development Programme 2022 - 2025

| | |
|---------------------------|---------------------------------------|
| Meeting: | Cabinet |
| Date: | 26 April 2022 |
| Cabinet portfolio: | Business Transformation and Customers |
| Directorate: | Digital, HR and Customer Services |

1.0 Purpose of the report

- 1.1 This report details the approach which will be taken to implement Organisational Development in Chesterfield. It sets out the design principles and the proposed governance arrangements which will support the successful ongoing development and delivery of the Organisational Development Programme.
- 1.2 The report also presents an overview of the Council's Organisational Development Programme, including details of those projects that are forecast to deliver financial benefits over the current Medium-Term Financial Plan (MTFP) period, from 2022/23.

2.0 Recommendations

- 2.1 That Cabinet approves the Organisational Development Programme as set out at Appendix A of this report.
- 2.2 That Cabinet approves the proposed design principles and governance arrangements for Organisational Development, as set out at paragraphs 4.5 to 4.17 of this report, so that appropriate oversight and management of the Organisational Development Programme can be achieved.
- 2.3 That Cabinet notes the projects set out in Appendix B of this report that are forecast to deliver financial benefits from 2022/23 to 2025/26 and approves the use of an additional £140k of capital receipts flexibility to support this delivery;

this is in line with the funding decision already made by Full Council when approving the MTFP that capital receipts flexibility be used for this purpose.

- 2.4 That Cabinet approves the use of up to £200k from the Service Redesign Reserve to support initial work to develop service improvements and reshape activities with the Finance Service and Property and Technical Services, with detailed business cases being developed for approval that will embed long term improvements; this is in line with the funding decision already made by Full Council when approving the MTFP that the Service Design Reserve be used for this purpose.
- 2.5 That Cabinet delegates authority to the Service Director for Digital, HR and Customer Services, in consultation with the Council's Section 151 officer and the Cabinet Member for Business Transformation and Customers, to approve the use of and draw down of funding of up to £50k per project through the use of Capital Receipts Flexibility or from the Service Redesign Reserve, where additional funding is required to pump prime approved business cases; this is in line with the funding decision already made by Full Council when approving the MTFP that capital receipts flexibility and / or the Service Design Reserve be used for this purpose.

3.0 Reasons for recommendations

- 3.1 To ensure that the Organisational Development Programme is approved, with clearly understood design principles and governance arrangements, so that the change activities which are undertaken by the Council support the successful achievement of the Council Plan and MTFP and deliver against the seven outcomes set out in the Council's Organisational Development Strategy.

4.0 Report details

Background

- 4.1 Chesterfield Borough Council has a good track record of delivering ambitious internal change programmes. In recent years, the Council has successfully insourced services; delivered shared services with other Local Authorities; improved its ICT infrastructure; developed and upskilled its workforce, moving from Investors in People Bronze accreditation to Investors in People Gold accreditation; and has navigated its way successfully through the Coronavirus pandemic, whilst continuing to deliver high performing services within a reduced budget envelope.

- 4.2 The Council has also laid the foundations to enable continuous change and development to take place, including
- the merger of silo-based business change resources into a single Organisational Development team;
 - the introduction of a dedicated HR Business Partner for each Service Director so that line managers can learn and develop their leadership and management skills, supported by a safe critical friend;
 - the implementation of a partnership agreement with the Trade Unions, which drives strong working relationships and supports collaborative change;
 - the implementation of a digital platform and integration tool which will underpin our future technology and customer access improvements.
- 4.3 On 28 April 2021, the Council approved its Organisational Development Strategy 2021 – 2023. This strategy focuses on enabling the Council to continuously improve and raise the performance of the organisation, and adapt to changing environments, by taking a new approach, known as Organisational Development.
- 4.4 The Organisational Development Strategy sets out seven outcomes that the Council aims to achieve. Successful achievement of these outcomes will require us to understand and continuously improve our organisational structures, policies, and procedures, whilst also developing the human facets of the organisation such as culture, values, and leadership. The Organisational Development outcomes which are set out in the approved strategy are:
- 1) **People & Culture:** Develop a skilled, resourceful, and effective workforce, which can deliver our future ambitions.
 - 2) **Finance & Commercial:** Increase financial performance and resilience throughout the Council and further develop a commercial culture, including working with partners, to maximise the performance of our assets.
 - 3) **Access to Services:** Provide improved access to services for our communities in relation to the services they need, in the way they need them, and via a single point of contact and resolution.
 - 4) **Digital & Data Capability:** Develop digital capability, which enables new ways of working, enhanced service performance and culture change; making management and use of data more effective, to inform decision making and insight.

- 5) **Strategy, Policy & Governance:** Enhance and standardise evidence-based planning and decision making, with agile, transparent, and effective governance structures.
- 6) **Programme & Performance Management:** Deliver Council priorities more effectively through centrally coordinated programme and performance management, which is incorporated into a corporate framework and with dedicated management resource.
- 7) **Engagement & Communication:** Co-design services and improvements with our stakeholders. Increase awareness of council services and improve our reputation by demonstrating delivery of Council outcomes and associated benefits to our communities.









Organisational Development Design Principles and Process

4.5 It is proposed that the Council's overall strategic planning cycle, in terms of the development and delivery of the Council Plan and the MTFP, provides the ongoing context for the development and delivery of the Organisational Development Programme.

4.6 In line with this strategic planning cycle and the annual performance cycle, an Organisational Development design process has been developed. This process will enable the identification and prioritisation of the projects and change activities which need to be undertaken so that the Council can achieve the Organisational Development outcomes set out in paragraph 4.4 above. Diagram 1 below shows how the projects will progress through three key stages:

- Discover and define
- Design and develop; and
- Delivery

Diagram 1: Organisational Development design principles and process

| | |
|--|--|
| <p>Set the Corporate Strategic Direction Cabinet & Corporate Leadership Team</p> | <p>Annual discussion(s) and a subsequent 6 monthly review of progress will be undertaken by the Council’s leadership, focusing on horizon scanning, strategic direction and consideration of the changes that are required to the Council Plan, MTFP & our workforce strategy.</p> |
|  |  |
| <p>Share the Strategic Direction and engage with teams to identify continuous improvements Service Director & workforce</p> <p>Discover and Define Stage</p> | <p>6 monthly discussions will be undertaken by the Service Director and their teams, in line with strategic planning timelines, The discussion will focus on</p> <ul style="list-style-type: none"> - Any service delivery changes which have been identified from setting the Corporate Strategic Direction - Identification of the continuous improvements which could/should be made in services so that the OD strategy outcomes can be achieved. <p>The Service Director and their teams will develop</p> <ul style="list-style-type: none"> - Service/Directorate Business Plan updates - Discovery reports for suggested new Organisational Development projects/activities which could be incorporated into the Organisational Development Programme |
|  |  |
| <p>Approval to develop projects to detailed business case stage PMO / OD Steering Group</p> <p>Design and Develop Stage</p> | <p>The Organisational Development Steering Group reviews the discovery reports and agrees the projects which are to be ‘designed and developed’ to a detailed decision-making business case.</p> <p>Project resources are agreed and allocated, and the project is added to the Organisational Development programme dashboard.</p> |
|  |  |
| <p>Approval of Detailed Business Case</p> <p>Design and Develop Stage</p> <p>PMO / OD Steering Group / Elected Members</p> | <p>The Organisational Development Steering Group reviews the decision-making business case and recommends that the project is moved into the ‘delivery’ phase or that it does not proceed.</p> <p>Elected members, or members of the OD Steering Board, will provide formal approval for projects to move to ‘delivery’ stage, in line with the Council’s constitution and relevant delegated authority.</p> |
|  |  |
| <p>Delivery of the OD programme</p> <p>Delivery Stage</p> | <p>Project teams are established, Organisational Development projects are in flight and their delivery is monitored and reported through the Organisational Development governance process, including oversight of benefits realisation.</p> |

- 4.7 The Organisational Development Steering Group will use specific criteria to determine whether projects at the *Discover and Define* stage should move into the next stage, *Design and Develop*. The criteria are:
- The project will deliver in support of Council priorities,
 - The project will change systems, processes, people, and / or technology which will improve outcomes for residents and businesses,
 - The project is costed in an outline business case, can be resourced and is financially viable,
 - The rationale for the project is evidenced using robust data and customer insight or research.
- 4.8 When a project is moved into the *Design and Develop* stage, a more detailed business case will be developed which clearly sets out the scope, costs, benefits, resource requirements, key risks, and dependencies for the project, together with a project delivery plan. These business cases will be formally approved in line with the Council's existing constitution.
- 4.9 Projects will move into the next stage, *Delivery* when the project has been through the appropriate approval route.
- 4.10 It is intended that the Organisational Development Programme is reviewed and refreshed every six months to ensure that it remains current and continues to meet the needs of the organisation.

Governance of the Organisational Development Programme

- 4.11 It is recommended that the performance of the Organisational Development Programme is overseen by an Organisational Development Steering Group, which will be chaired by the one of the Council's Executive Directors.
- 4.12 It is proposed that the Chief Executive, the Executive Directors and Service Directors form the membership of the Organisational Development Steering Group. The group will oversee the progress of the programme, act as an escalation route for strategic risks and issues and provide advice and direction to the projects where necessary. The Steering Group will also provide assurance of quality and objectives and track overall investment and realisation of benefits.
- 4.13 Each Service Director will sponsor and be accountable for the projects and change activities within their own directorates, and they will chair an Organisational Development Directorate Programme Board which is responsible for the scope,

planning, resourcing, budget, and benefits for each of their projects. The Organisational Development Directorate Programme Boards will include appropriate representatives from finance, HR and other core support services as required. Those projects which span several Directorates will be sponsored by the Service Director for Digital, HR and Customer Services, who will also retain day-to-day oversight of the performance of the overall Organisational Development Programme. Each of the Service Directors will be accountable to the Organisational Development Steering Group collectively for delivery of the projects assigned to them. Appendix C identifies the initial Organisational Development Programme separated by Organisational Development Directorate Programme Boards.

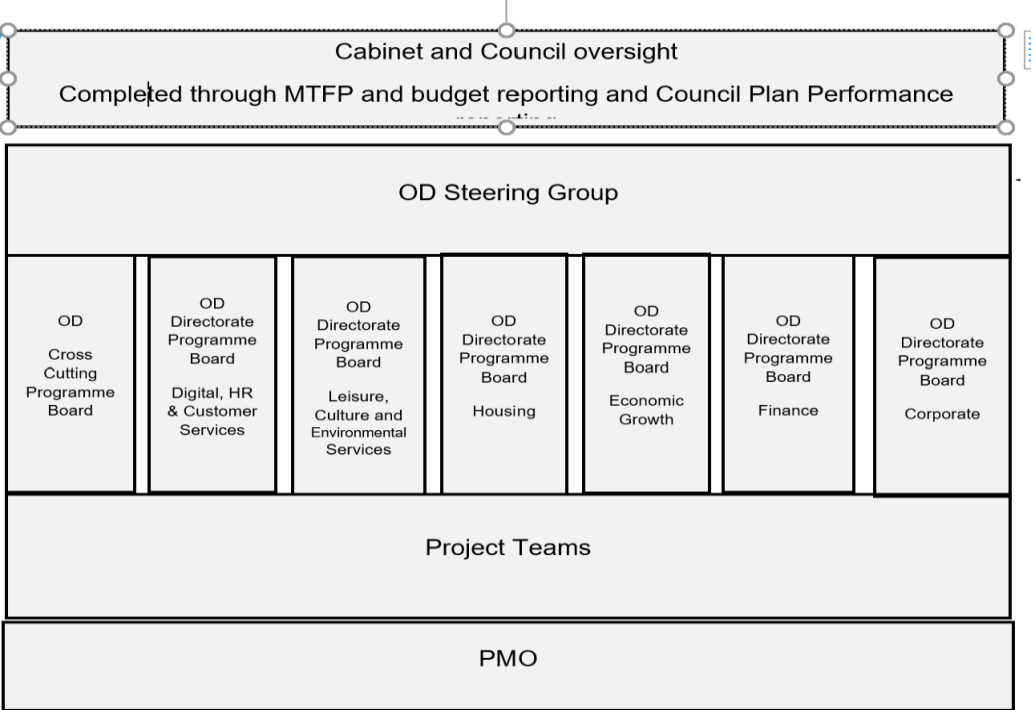
4.14 In line with our partnership arrangement, the Trade Unions will be engaged in project delivery and regular project updates will be provided at the relevant Directorate Joint Consultative Committees. Organisational Development Programme updates will also be provided at the Employer and Trade Union Committee.

4.15 The Council's Programme Management Office (PMO) will be established and will support all Directorate Programme Boards and manage the interdependencies, budget, and risks across the consolidated Organisational Development Programme.

4.16 Performance of the Organisational Development Programme will be reported as part of the Council's broader portfolio of projects and programmes collectively via the PMO and into Cabinet and Council as part of regular monitoring reports on the Council Plan and MTFP.

4.17 Diagram 2 below demonstrates the proposed governance structure for the Organisational Development Programme.

Diagram 2 Proposed OD Governance structure



Organisational Development Programme – 2022/23 to 2025/26

4.18 Following the approval of the Organisational Development Strategy in April 2021, the Council’s Corporate Leadership team has worked collaboratively with employees to identify the change activities which should be undertaken over the medium term, so that the Council can achieve the Organisational Development outcomes it has set out. A single Organisational Development Programme has been developed which draws together these activities. This Programme is set out at Appendix A of this report.

4.19 The proposed Organisational Development Programme is grouped around four strategic areas of focus. These are:

- Delivering the final year of our **ICT Improvement Programme** so that we can continue to strengthen our ICT infrastructure, cyber security and digital skills and grow our digital platform.
- Developing the **Customer Experience**, so that residents remain satisfied with the services we provide, and our services become more accessible.
- **Developing our people and our use of resources** so that duplication is reduced, technology is used to improve the efficiency of our internal work

process and our staff are supported to continue to deliver great services. Key workstreams will include delivering our Procurement Strategy, developing, and delivering our refreshed People Plan, reshaping our finance service, reviewing our Communications and Marketing structures, reshaping Property and Technical Services and developing and implementing our Asset Management Strategy, and,

- ***Developing new ways of working***, including re-thinking, and modernising our services so that we become more efficient and extending the agile working principles that have been introduced throughout the coronavirus pandemic.

Organisational Development Delivery Plan Benefits

4.20 The projects which are contained within the Organisational Development Programme primarily focus on the successful implementation of priority three of the Council Plan – delivering value for money services - and will deliver a range of benefits for the Council. These include:

- Customer benefits – quantified in terms of improved customer satisfaction, a better experience (including quicker response and resolution times and direct access to information) and a widening of access channels.
- Cultural benefits – quantified in terms of increased innovation through improved employee engagement and development, improved workforce satisfaction, increased communication across all levels of the organisation, quicker decision making and reduced employee turnover.
- Financial benefits - quantified in terms of the economies achieved that contribute to the development of a balanced MTFP. Examples of financial benefits are lower service delivery costs, measurable cost avoidance and income generation opportunities.
- Efficiency benefits – quantified in terms of people or processes being more productive (i.e., doing more for less), reducing the cost-of-service delivery and reducing errors, duplication, and multiple hand offs. These do not necessarily result in a cashable benefit for the Council.

Individual business cases will set out the range of benefits which are expected to be achieved.

- 4.21 Some of the projects contained within the Organisational Development programme are expected to drive out financial benefits for the Council which, when combined, should result in the achievement of additional cumulative benefits of up to £830k by 2025/26 and £392k of recurring annual benefits thereafter. The projects that are proposed to deliver financial benefits are set out in Appendix B.
- 4.22 Members are asked to note that many projects contained within the Organisational Development Programme are still in the *discovery and define* or the *design and develop* stages and that until the detailed business cases have been through formal approval processes, the costs and financial benefits which have been identified in Appendix B are estimates only. Following formal approval of the detailed business cases, any budgetary changes will be incorporated at that time into the Council's MTFP.
- 4.23 The Organisational Development Programme will enable the Council to deliver improved, more efficient services to our communities. The projects which are expected to deliver financial benefits to the Council will also help to offset the costs of others where the achievement of service improvements is the priority. This holistic approach will ensure that the Council achieves a joined-up approach to change, with clearly understood customer, cultural, financial and efficiency benefits.

5.0 **Alternative options**

- 5.1 The Council could choose not to progress with the delivery of a single Organisational Development Programme and continue to deliver silo- based change programmes. However, this could result in change activity taking place across service directorates which is poorly co-ordinated, with little corporate visibility and with multiple projects competing for the same resources. This approach also risks duplication and contradiction of effort and prioritisation, which could have a negative impact on our workforce and on the Council's ability to maintain effective services.
- 5.2 The Council could choose to reduce or increase the level of change activity that is undertaken and fix the scope of the Organisational Development Programme without further review. This approach has been disregarded as the Organisational Development process is intended to drive continuous improvements, efficiency, and culture change over several years whilst being responsive to changing environments. It is therefore prudent to regularly review and where necessary revise the scope of the Organisational Development Programme, to ensure it remains current and fit for purpose.

6.0 Implications for consideration – Financial and value for money

6.1 The Organisational Development Programme contains a series of projects which are expected to realise cumulative General Fund financial benefits of the order of £1.202m by 2025/26 and £392k of annual recurring benefits thereafter. This is in addition to the delivery of ICT Improvement Programme benefits which have been included in the MTFP for the last few years.

6.2 Some of the financial benefits which have been identified within the Organisational Development Programme are well understood and have already been included in the Council's MTFP. These include:

- Improving the customer services offer at the council's sports centres
- Delivering a reshaped Visitor Information Service in line with the council's new Visitor Economy Strategy
- Local Government ward boundary review

6.3 The remaining projects are at the *Discovery and Define stage* or are waiting for fully developed business cases to be completed and approved at the end of the *Design and Develop stage* before the one-off costs and benefits are built into the Council's MTFP. Taking account of the estimated financial benefits already built into the MTFP, the additional indicative estimates suggest that the programme should achieve additional cumulative financial benefits totalling £830k by 2025/26.

6.4 The Government has recently confirmed an extension to the flexible use of capital receipts to March 2025. The definition set out by the Government confirms that goods, services, and the resources which are required to drive out efficiencies and long-term budget reductions can be funded using this flexibility. It is therefore our intention to use this flexibility to part fund the Organisational Development Programme.

6.5 £500k of capital receipts have prudently been set aside as part of the recently approved MTFP to meet this need. £357k of capital receipts will be utilised to fund Organisational Development project resources, that are already supporting the delivery of projects which generate financial benefits for the Council. These resources were previously funded through the Council's revenue budget. Appendix B sets out proposals for the use of a further £140k of the capital receipts to support the deployment of additional project resources to progress the customer experience strategic area of focus and the one-off costs that are

envisaged to be required to re-design the Council's printing and postage processes and systems.

- 6.6 In recognition of the fact that not all Organisational Development projects and change activity will generate financial benefits, the need for a further reserve was identified within the Council's MTFP report, which will provide pump priming for those projects that will realise customer, cultural and / or efficiency benefits and develop the organisation in a positive way but which will not realise cashable financial benefits. For example, the project activities needed to reshape the Finance Service and Property and Technical Services will require additional specialist support to deliver the desired nature and pace of transformation.
- 6.7 A Service Redesign Reserve of £750k was created when the Council's ICT Improvement Programme was approved, to cover the costs of reorganisation and any resulting severance costs. Many of the budget reductions which have been realised via the ICT improvement programme have been achieved through natural turnover and £555k of funding remains in the reserve. Members have, in approving the MTFP at Full Council, agreed that the scope of the reserve should be extended to support projects and change activities of the nature referenced in paragraph 6.6 above.
- 6.8 Members are therefore asked to approve the draw-down of up to £200k of funding from the Service Redesign Reserve, so that specialist expertise can be called off to support the transformation of the Finance Service and Property and Technical Services. This specialist expertise will support the development of detailed business cases including the preparation of transformational road maps for these services.
- 6.9 Delegated authority is also sought for the Service Director for Digital, HR and Customer Services, in conjunction with the Section 151 officer and the Cabinet Member for Business Transformation and Customers, to draw down as necessary up to £50k of funding at a time from the Service Redesign Reserve to pump prime the delivery of smaller value projects which are supported by an approved business case. Approval for the drawdown of funds for projects which cost £51k or above will be referred to Cabinet (and Council where appropriate), for a decision in line with the Council's constitution.
- 6.10 As part of the governance of the projects and programmes contained within the Organisational Development Programme, regular monitoring of project costs and financial benefits realisation will take place. This information will be reported to elected members through the regular budget monitoring reports which are presented to Cabinet and Council.

7.0 Implications for consideration – Legal

- 7.1 The proposed governance arrangements for the Organisational Development Programme will ensure that the Council's legal constitution is always complied with.
- 7.2 Some projects contained within the Organisational Development Programme will require public consultation prior to any changes taking place. This will be scheduled within individual project plans.

8.0 Implications for consideration – Human resources

- 8.1 The Organisational Development Programme focuses on developing a skilled, resourceful, and effective workforce which is capable of delivering the council's priorities and objectives.
- 8.2 Existing Business Transformation and Digital Change teams have already been brought together to form the newly created Organisational Development Team. These staff members will support Service Directorates to deliver their respective Organisational Development projects.
- 8.3 Some projects will require specialist, skilled resources to support their successful delivery. For example, the projects relating to the reshape of the Finance Service and Property and Technical Services will require external interim support to ensure their successful implementation.
- 8.4 The Organisational Development Programme will drive out financial benefits and efficiencies as services are redesigned and projects are implemented. The Council's restructure policy will be followed where service redesign results in changes to the establishment.
- 8.5 It is anticipated that there will be a reduction in headcount of up to 20 people over the next four years linked to projects identified in the Organisational Development Programme. It is expected that this reduction will be managed through natural turnover or redeployment of staff where possible. However, use of the Service Redesign Reserve has been extended to cover voluntary redundancy / retirement costs for the Organisational Development Programme where this is necessary.

9.0 Implications for consideration – Council Plan

9.1 Implementation of the Organisational Development Programme will ensure effective delivery and increased performance against the Council Plan with a particular emphasis on priority three – delivering value for money services.

10.0 Implications for consideration – Climate Change

10.1 The projects captured within the Organisational Development Programme will support delivery of the Council’s Climate Change Action Plan and our targets to be a net carbon neutral council by 2030 and borough by 2050.

10.2 Individual climate change impact assessments will be completed for each of the projects within the Organisational Development Programme prior to their delivery.

11.0 Implications for consideration – Equality and diversity

11.1 Preliminary equality and diversity analysis has been undertaken and no negative impacts have been identified for any protected characteristics. Individual equality impact assessments will be completed for each of the projects within the Organisational Development Programme prior to their delivery.

12.0 Implications for consideration – Risk management

| Description of the Risk | Impact | Likelihood | Mitigating Action | Impact | Likelihood |
|--|--------|------------|--|--------|------------|
| Failure to develop a fit for purpose programme of work | H | M | The OD Programme has been developed in collaboration with the Corporate Leadership Team and employees. The PMO will ensure oversight of progress made against the programme. | M | L |

| | | | | | |
|---|---|---|--|---|---|
| | | | Regular reviews will take place to ensure the programme remains fit for purpose | | |
| Failure to resource the priorities set out in the programme | M | M | Projects will be managed using three stages – Discover and Define, Design and Develop and Deliver. This will ensure that the correct level of resources is allocated at every stage. PMO oversight of the delivery plans will ensure resource gaps are clearly identified and understood | M | L |
| The OD Programme does not realise the benefits identified | H | M | Robust governance and detailed benefits realisation plans will be developed for each strategic area. Progress will be regularly reported to the OD Steering Group and to Cabinet. | H | L |

Decision information

| | |
|----------------------------|------------------|
| Key decision number | 1093 |
| Wards affected | All wards |

Document information

| | |
|---|--|
| Report author | |
| Rachel O'Neil, Service Director – Digital, HR and Customer Services | |
| Appendices to the report | |
| Appendix A | The Organisational Development Programme |
| Appendix B | Estimated financial benefits |
| Appendix C | Directorate Programme Boards |

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Organisational Development
Programme
Chesterfield Borough Council
Appendix A

ICT Improvement

Strengthening our ICT infrastructure, cyber security and digital skills and implementing our digital platform

What is the programme ambition?

This programme will improve the technology that the Council uses to deliver its services. It will deliver the digital platform (including a new customer relationship management (CRM) system and a personalised customer portal) which underpins our services being able to continuously change and innovate. This programme will provide better networks, storage and hardware so that our workforce has the right tools to enable them to do their jobs professionally and it will enable us to strengthen our ICT security, reducing the risk of cyber attacks. The ICT service will be insourced. Digital skills will be developed across the council.

What will be different for residents and businesses?

- Being able to access a range of services online, at times and places that suit them
- Being able to access personalised information online, such as council tax, benefits and housing rent information
- Our service delivery will be resilient and online access will be secure

How will we know it is successful?

- ICT systems are stable, and the number of major incidents reduce
- Cyber security accreditations are easily achieved
- Customers will actively use online services to access council information
- We achieve reduced costs of service delivery, through automation, self service and service redesign
- Digital talent and skills are actively developed and change teams become multi- disciplined

| OD outcome Customer Access | OD Outcome Financial & Commercial | OD Outcome People & Culture | OD Outcome Digital & Data Capability | OD Outcome Strategy, Planning and Governance | OD Outcome Engagement & Communication | OD Outcome Programme & Performance Management |
|-------------------------------|--------------------------------------|--------------------------------|---|--|---|---|
| ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

ICT Improvement : Progress to date

Focus for the next phase

- Insource of the ICT service completed and improvement achieved in the technical skills within the team
- Digital platform and systems integration tool implemented
- 10 core system applications upgraded
- E Billing implemented in Council Tax and Business Rates teams
- 60% of ICT moved to cloud hosting
- Implementation of Office 365 and teams
- Replacement of telephony system completed during the pandemic
- Covid 19 business grant administration built on the digital platform (new addition to programme)
- Channel shift and financial benefits are being achieved against target

- Redesign and implement the complaints process within the digital platform
- Replace the commercial property billing system
- Replace the Leisure Management System
- Implement the licensing system on the digital platform
- Housing rents information is made available on 'My Chesterfield'
- Continue to drive channel shift
- Reshape of Customers, Revenues and Benefits services
- Work towards delivery of 90% of applications moved to cloud hosting

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Projects and change activity

| 2021/22 Q4 | 2022/23 Q1 | 2022/23 Q2 | 2022/23 Q3 | 2022/23 Q4 |
|--|---|--|---|---|
| <ul style="list-style-type: none"> • Redesign and implement the staff caution list on the digital platform • Begin to implement Housing Rents information in My Chesterfield • Include Private Sector Housing processes on the digital platform | <ul style="list-style-type: none"> • Redesign the complaints policy and include on the digital platform • Replace the leisure management system • Reshaping Customers, Revenues and Benefits • Review and reduce printing and postage costs | <ul style="list-style-type: none"> • Integrate licensing services into the digital platform | <ul style="list-style-type: none"> • Implement member casework on the digital platform • Implement technology improvements within the planning service so that efficiencies are achieved • Replace the commercial billing system | <ul style="list-style-type: none"> • 90% of ICT applications are moved to cloud hosted provision |

Customer Experience

Residents remain satisfied with the services we provide and our services become more accessible

What is the programme ambition?

The programme aims to build on the experience customers have when dealing with the Council, be that through online services or contact with a staff member in our buildings or in the community. The programme will focus on areas where people contact the council for help and support, making sure it is seamless, easy and automated where possible for speed and simplicity. At the same time we will ensure that the most vulnerable in our communities can always access what they need. The Council's website will be modernised and use of social media channels will continue to be developed in line with customer expectations. Our front line staff will be supported to fact find and problem solve at the 1st point of contact.

What will be different for residents and businesses?

- It will be easy to contact the council, whatever the issue
- More support and information will be accessible online 24/7 or through webchat or chatbots, providing a quicker resolution, especially for routine enquiries and advice and information.
- People with specific needs and support will receive the right help and support 1st time
- Frontline staff can dedicate more time to the people they support.
- Leisure teams will use technology to deliver some services in different ways
- Our visitor information centre and the way we deliver events will be reimagined in line with our recently adopted visitor economy strategy

How will we know it is successful?

- Residents report they are satisfied with the customer service they receive
- Automation is used widely and effectively to improve services
- We have fully established a 'single front door' for contact with the council
- Systems and processes for interactions with residents are joined up across all parts of the council
- Efficiencies drive targeted cashable savings within this programme

| Customer Access | Financial & Commercial | People & Culture | Digital & Data Capability | Strategy, Planning and Governance | Engagement & Communication | Programme & Performance Management |
|-----------------|------------------------|------------------|---------------------------|-----------------------------------|----------------------------|------------------------------------|
| ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Customer Experience: Progress to date

- Planning and Environment services have been integrated into the customer service centre
- The Theatre Box Office telephony service has been integrated into the Contact Centre
- The Council's Customer Relationship Management System has been replaced
- Contact Centre technology has been upgraded to allow employees to work from home whilst in the Coronavirus pandemic
- Covid 19 secure services have been delivered across all our buildings
- The kickstart initiative has been implemented in our contact centre, providing skills and career experience for young people

Focus for the next phase

- Engage with customers to review opening hours within our Customer Service Centre
- Provide assisted digital support within our Customer Service Centre
- Reimagine the Visitor Information Service
- Implement a leisure concierge service and enhanced digital access

Projects and change activity

2021/22 Q4

- Implement the Kickstart initiative within the Contact Centre, providing employment experience for young people
- Provide assisted digital provision in our customer service centre
- Begin to introduce new digital systems and a leisure concierge service at our sports centres
- Buy and implement a new ticketing solution for our theatres

2022/23

- Engage with customers to review opening hours within our Customer Service Centre
- Consider the introduction of an appointments service in our Customer Services Centre
- Replace the Council Website
- Reprocure the contact centre telephony system enabling a reduction in the number of telephone lines we use
- Review the provision of telephony services within our sports centres
- Integration of housing services into customer services functions
- Review the events programme and our approach to delivery
- Review and implement a reimagined visitor information service

2023/24

- Complete a review of cash collection and payment options
- Complete the digital switch in Careline and introduce improved digital access channels

Developing our people and our use of resources

Reviewing and reshaping our internal services and delivering our people plan, procurement and asset management strategies

What is the programme ambition?

This programme will focus on reviewing and reshaping our Corporate Services, centralising them where appropriate, whilst using technology to reduce duplication and the cost of service delivery. Our workforce will receive the appropriate support, training and development to enable creative, flexible and productive ways of working and an appropriate reward and recognition strategy will be developed and implemented. We will work towards centralising our communications and marketing activity and will implement a corporate landlord approach to the management of our property portfolio. We will redesign our finance service so that better data is available to support ongoing service delivery and our Health and Safety provision will be reviewed to ensure it is fit for purpose with changing legislative requirements and the increased demands from the Coronavirus pandemic.

What will be different for employees?

- Many of our corporate services will be centralised, with the provision of a business partner approach in HR & OD, ICT and Finance services and the introduction of a corporate landlord for our property portfolio.
- Our procurement service will be transformed using category management and technology to deliver improved governance, social value, 'green' procurement and financial savings
- Our managers will be supported to lead effectively through change
- We will develop the capacity and skills of our workforce, supporting their health and wellbeing and ensuring appropriate recognition and reward
- Financial data and forecasting tools will be easily available

How will we know it is successful?

- The outcomes set out in our people plan and procurement strategies will be delivered on time
- Efficiencies and customer benefits identified through the Corporate Services change programmes are realised.
- The Corporate Asset Management Strategy will be developed, adopted and implemented
- We will have improved our financial processes and the financial data that is available to us and strengthened how the Finance Service engages with other service areas.
- New Health and safety legislation will be understood and embedded across the organisation

| Customer Access | Financial & Commercial | People & Culture | Digital & Data Capability | Strategy, Planning and Governance | Engagement & Communication | Programme & Performance Management |
|-----------------|------------------------|------------------|---------------------------|-----------------------------------|----------------------------|------------------------------------|
| ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Developing workforce and use of resources: Progress to date

Focus for the next phase

- The Procurement Strategy is on track
- The People Plan is on track, with achievement of IIP Gold accreditation in February 2022.

- Deliver key milestones in procurement workstream
- Deliver key milestones in the people workstream
- Develop and approve the Asset Management Strategy
- Review and reshape Health and Safety provision

Projects and change activity

| 2021/22 | 2022/23 | 2023/24 |
|--|--|---|
| <ul style="list-style-type: none"> • Begin to review and scope the redesign of purchase to pay activities within the council, reducing paper and increasing automation • Migrate the council's finance system to SaaS (not hosted on premise) • Begin to develop the Asset Management Strategy and delivery plan • Deliver the procurement strategy actions and the savings in the procurement action plan • Complete the People Plan delivery plan • Begin to undertake a review of our Health and Safety approach, exploring the use of digital technology to improve provision and reshape the Health and Safety service • Reshape legal services to provide additional administrative support • Start the development of the Programme Management Office | <ul style="list-style-type: none"> • Complete a redesign of the Finance Service • Complete a review of financial processes, monitoring and reporting • Review and reshape Support Services • Redesign Property and Technical Services • Introduce Corporate Landlord • Develop 10 year maintenance plans and climate change carbon assessments • Review and develop short term facilities improvements at Stonegravels Depot • Redesign the Communications and Marketing functions • Review and reshape the policy and partnerships service • Improve the integration of the Council plan, MTFP, service business planning and Organisational Development • Develop a new ICT strategy • Refresh and approve the People Plan 2023 – 2026 • Complete a review of hybrid mail, including the use of the reprographics service | <ul style="list-style-type: none"> • Upgrade the finance system from ERP7 to ERPx • Implement HR technology improvements • Deliver the 2023/24 milestones identified in the People, Procurement and Asset Management workstreams |

New ways of working

Rethinking and modernising our services, so we are more efficient

Transformation Phase

(2) Design and Develop

What is the programme ambition?

This programme will enable services to work creatively, efficiently and at lower costs so that we can secure our finances and support growth in Chesterfield. It will build on the new ways of working that have emerged through the coronavirus pandemic, including embedding a hybrid working environment in the Council. Opportunities to work closely with partner organisations to deliver more joined up services will be actively progressed. Technology will be utilised to improve our efficiency and productivity. This programme will be regularly refreshed to incorporate external change projects such as the Local Government Boundary Review, changes to service delivery brought about by legislative or policy changes, organisational changes resulting from Vision Derbyshire or other local government reforms and changes brought about through consultation and engagement with our communities.

What will be different for residents and businesses?

- The programme will improve many key processes that will free up staff time and capacity
- Services will continue to provide good value for money
- The council will continue to work with partner organisations to deliver joined up services
- Services will be less tied to physical locations
- We will minimise the amount of space which is occupied by our workforce and maximise the space available for partner accommodation or alternative uses
- Many of the improvements will enable staff to work more flexibly and efficiently but may not be visible outside of the council

How will we know it is successful?

- We will have updated and refreshed many of our business processes and our ways of working
- We will see increased satisfaction and feedback from residents, service users and our workforce
- We will realise financial, efficiency and customer benefits
- We will have identified new opportunities to secure income which will protect our vital services

| Customer Access | Financial & Commercial | People & Culture | Digital & Data Capability | Strategy, Planning and Governance | Engagement & Communication | Programme & Performance Management |
|-----------------|------------------------|------------------|---------------------------|-----------------------------------|----------------------------|------------------------------------|
| ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| New ways of working: Progress to date | Focus for the next phase |
|--|---|
| <ul style="list-style-type: none"> This is a new work programme | <ul style="list-style-type: none"> Reshape of Revenues and Benefits services Reshape of Housing – phase 1 Complete a review of VOIDS processes |

Projects and change activity

| 2022/23 Q4 | 2022/23 | 2022/23 | 2023/24 |
|---|---|---|--|
| <ul style="list-style-type: none"> Support the requirements of the Local Government boundary review Review and reshape environmental services Reshape the housing directorate Review and redesign VOIDS processes Complete a review of approach to supporting community and voluntary sector services Review and update the Anti Social behaviour strategy and supporting processes Develop and implement our approach to hybrid working | <ul style="list-style-type: none"> Implement the Local government boundary review Complete a review and reshape of the stores function Review the housing repairs process and implement technology improvements Implement a corporate asset management system Complete a review of commercial catering Implement the Safer Streets initiative | <ul style="list-style-type: none"> Review the use of technology within Environmental Services Complete a review of building cleaning Review and reshape Democratic and Elections services Integrate Tenancy Management into the digital platform Implement the use of data analytics within debt recovery Use behavioural insights to improve debt recovery Automate direct debit collection in rents to increase efficiency levels. | <ul style="list-style-type: none"> Complete the digital switch within our Corporate estate Explore opportunities to deliver further shared services in Revenues and Benefits teams |

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Organisational Development Projects with indicative financial benefits

| Activity | Project Stage | Service area | One-off investment £ | Cashable benefits 2022/23 £ | Cashable benefits 2023/24 £ | Cashable benefits 2024/25 £ | Cashable benefits 2025/26 £ | Cashable benefits total |
|---|--------------------|--|-------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------------------------|
| Customer services | | | | | | | | |
| Procurement of contact centre telephony system | Delivery | Digital, HR and Customer Services | 0 | (44,000) | (44,000) | (44,000) | (44,000) | (176,000) |
| Review of cash management and payment options | Design and develop | Digital, HR and Customer Services | 0 | | | | (10,000) | (10,000) |
| Integration of housing into customer services functions | Design and develop | Digital, HR and Customer Services | 0 | | (10,500) | (10,500) | (22,000) | (43,000) |
| **Review of visitor information services | Design and develop | Leisure, Culture and Community Wellbeing | tbc | (15,000) | (40,000) | (40,000) | (40,000) | (135,000) |
| **Introduction of new digital systems and concierge service at sports centres | Design and develop | Leisure, Culture and Community Wellbeing | 120,000* | | (30,000) | (30,000) | (30,000) | (90,000) |
| People and Corporate Resources | | | | | | | | |
| Reshaping purchase to pay processes | Delivery | Digital, HR and Customer Services | 0 | 0 | (22,000) | (22,000) | (22,000) | (66,000) |
| Printing and postage - Review of year end billing/ hybrid mail/ reprographics | Design and develop | Digital, HR and Customer Services | 90,000 | 0 | (40,000) | (40,000) | (40,000) | (120,000) |
| ICT transformation programme - additional forecast savings | Delivery | | | | | (40,000) | (50,000) | (90,000) |
| New ways of working | | | | | | | | |

| | | | | | | | | |
|---|--------------------|--|--|------------------|------------------|------------------|------------------|-------------------|
| Implement the safer streets initiative | Design and develop | Leisure, Culture and Community Wellbeing | Tbc (main investment from safer streets grant) | (70,000) | (85,000) | (85,000) | (85,000) | (325,000) |
| **Local government ward boundary review | Delivery | Corporate | 0 | 0 | (49,000) | (49,000) | (49,000) | (147,000) |
| Total Project Costs / (Cashable Benefits) | | | 90,000 | (129,000) | (320,500) | (360,500) | (392,000) | (1202,000) |
| (Cashable benefits) already referenced in MTFP | | | | (15,000) | (40,000) | (40,000) | (40,000) | (135,000) |
| | | | | | (30,000) | (30,000) | (30,000) | (90,000) |
| | | | | | (49,000) | (49,000) | (49,000) | (147,000) |
| Total new indicative cashable benefits | | | | (114,000) | (201,500) | (241,500) | (273,000) | (830,000) |
| Transformation resources to be funded through capital receipts flexibility | | | | | | | | |
| Included in MTFP report (staff) | | | 357,000 | 117,000 | 119,000 | 121,000 | | |
| Additional to MTFP report (staff) | | | 50,000 | | 50,000 | | | |
| One-off investment for projects | | | 90,000 | | 90,000 | | | |
| Total from capital receipts | | | 497,000 | 117,000 | 259,000 | 121,000 | - | 497,000 |

- * Proposed to be funded from a combination of sports centres reserve renewal fund and existing revenue budgets – not included in totals above
- ** Indicative cashable benefits incorporated into MTFP figures in February 2022

Appendix C Organisational Development Directorate Programme Boards

*Red italics identify projects which have financial benefits attached to them

| Lead Directorate | ICT Improvement | Customer services | People and resources | New ways of working |
|---|---|---|--|--|
| Cross Cutting SRO - Rachel O'Neil Page 37 | <ul style="list-style-type: none"> Implement the staff caution list on the digital platform Redesign the complaints policy and include on the digital platform <i>Replace the commercial billing system</i> <i>Review and reduce printing and posting costs</i> | | <ul style="list-style-type: none"> <i>Review of hybrid mail, including the use of reprographics service</i> Development of the Programme Management Office Complete the People Plan action plan for 2022 Develop a refreshed People Plan 2023 – 2026 <i>Deliver the procurement strategy actions and the procurement savings in savings action plan</i> | <ul style="list-style-type: none"> Develop and implement our approach to Hybrid working Complete the digital switch across our corporate estate Replace the asset management system |
| Corporate SRO - Donna Reddish | <ul style="list-style-type: none"> Implement member casework on the digital platform | <ul style="list-style-type: none"> Replace the Council website | <ul style="list-style-type: none"> Redesign the communications and marketing functions Complete a review of our Health and Safety approach, exploring the use of digital technology to improve provision and reshape the H&S service Reshape legal services, providing additional admin support Review and reshape Policy and Partnerships service Improve the integration of Council plan, MTFP, service business planning and OD activity | <ul style="list-style-type: none"> <i>Local government ward boundary review</i> Review of approach to supporting voluntary and community sector services Review and reshape Democratic and Elections services |
| Digital, HR and Customer Services SRO - Rachel O'Neil | <ul style="list-style-type: none"> <i>Implement housing rents information in My Chesterfield</i> <i>Redesign of Customer Services</i> <i>Reshaping Revenues and Benefits</i> 90% of ICT systems are moved to cloud hosted provision | <ul style="list-style-type: none"> <i>Re-procure the contact centre telephony system</i> <i>Complete a review of cash collection and payment options</i> <i>Integration of housing into customer services functions</i> Provide assisted digital provision in the Customer Service Centre | <ul style="list-style-type: none"> <i>Reshaping purchase to pay processes</i> Review and reshape Support Services Implement HR technology improvements Develop a new ICT strategy | <ul style="list-style-type: none"> Rents process redesign Implement the use of analytics in debt recovery Use behavioural insights to improve debt recovery Automate direct debits to support rent collection and increase efficiency Explore opportunities for shared services |

| | | | | |
|---|---|---|---|---|
| | | <ul style="list-style-type: none"> Implement the kickstart initiative within the Contact Centre | | |
| Finance SRO - Theresa Channell | | | <ul style="list-style-type: none"> Complete a redesign of the finance service Review of financial processes, monitoring and reporting Migrate the finance system to SaaS and upgrade to the latest version | |
| Economic Growth SRO - Neil Johnson | <ul style="list-style-type: none"> <i>Implement technology improvements within the planning service so that efficiencies are achieved</i> | <ul style="list-style-type: none"> Review and reshape the events service | <ul style="list-style-type: none"> Redesign of property and technical services Develop and approve the asset management strategy and delivery plan Introduce corporate landlord Develop 10-year maintenance plans and climate change carbon assessments Review and develop short-term facilities improvements at Stonegravel Depot | |
| Housing SRO - Liz Cook Page 38 | <ul style="list-style-type: none"> Include Private Sector Housing processes on the digital platform | <ul style="list-style-type: none"> Complete the digital switch in Careline and introduce improved digital access channels | | <ul style="list-style-type: none"> Reshape the Housing Directorate Complete a review and reshape of the Stores function Voids review and redesign Implementation of asset management system Review housing repairs processes and implement technology improvements Integrate tenancy management into the digital platform |
| Leisure, Culture and Community Wellbeing SRO - Ian Waller | <ul style="list-style-type: none"> <i>Replace the Leisure Management System</i> <i>Integrate licensing services into the digital platform</i> | <ul style="list-style-type: none"> <i>Review and implement a reimagined Visitor Information service</i> <i>Introduction of new digital systems and a concierge service at sports centres</i> Review the provision of telephony services within our sports centres Buy and implement a new ticketing solution for our theatres | <ul style="list-style-type: none"> | <ul style="list-style-type: none"> <i>Implement the Safer Streets initiative</i> Complete a review of commercial catering Complete a review of building cleaning <i>Review and reshape Environmental Services</i> Review and update the Anti-social behaviour policy and supporting processes |

| | | | | |
|--|--|--|--|--|
| | | <ul style="list-style-type: none">• Review the events programme and our approach to delivery | | <ul style="list-style-type: none">• Review and scope the implementation of technology which prevents drowning in our swimming pools• Review the use of technology within Environmental Services |
|--|--|--|--|--|

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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