CABINET

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CUSTOMER EXPERIENCE AND IMPROVEMENT
PORTFOLIO HOLDER

15 OCTOBER 2019

REPORT NO. ED1907

RUSHMOOR 2020 PROGRESS AND ESTABLISHING THE ICE TRANSFORMATION PROGRAMME

SUMMARY AND RECOMMENDATIONS:

This report provides Cabinet with an update on progress since the Rushmoor 2020 Modernisation and Improvement report was agreed by the Council in 2018. It also sets out how the delivery of further modernisation and improvement will be managed through a whole Council transformation programme, known as ICE.

Recommended that Cabinet:

(1) Note the progress to date with the Rushmoor 2020 programme
(2) Note the initial recommendations of the Peer Challenge Review Team and confirm that these will be taken forward as part of the Council's ongoing modernisation and improvement work
(3) Agree the Business Mandate and Programme Delivery Plan for the ICE programme
(4) Note the focus and approach for the organisational redesign project, which will be delivered as part of the ICE programme
(5) Note that the Chief Executive will confirm the consequential staffing service changes resulting from the process and organisational redesign projects throughout the programme
(6) Authorise the Executive Head of Finance to make alterations to budgets as required to enable delivery of the programme

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1. INTRODUCTION

1.1 In May 2018 the Council established the Rushmoor 2020 Modernisation and Improvement Programme as a mechanism to address the recommendations and improvements set out in the Peer Challenge report. It also included areas identified for improvement arising from a staff survey undertaken in 2017 and incorporated projects to take forward the opportunities identified from customer focus work undertaken with iESE. These projects would enable the Council to embrace digital and remodel services, to improve our customers experience and help reduce ongoing costs in a sustainable way.

1.2 Rushmoor 2020 brought together the Council's plans for improvement and financial sustainability into a single delivery programme led by one of the Council's Executive Directors. The overarching long-term outcome from Rushmoor 2020 is that the Council will be a more customer focussed, agile and

financially sustainable organisation, well placed to deliver on the ambitions in the Vision and the priorities in the Council's Business Plan.

1.3   This report provides an update on progress since the report was agreed by the Council. It also sets out how the delivery of further modernisation and improvement will be managed through a whole Council transformation programme, known as ICE.

The workstreams in Rushmoor 2020 are as follows:

Work Stream	Outcome
Vision & Priorities	We have a clear vision and effective leadership for our residents and places
People	Staff with the right skills and behaviours in the right roles, committed to delivering the best possible outcomes for our communities
Improving Performance Management & Governance	We have a clear view of performance and robust arrangements to ensure delivery
Financial Sustainability	We achieve savings in a sustainable way while maintaining the quality of our services and maximising our assets
Customer Experience	All our customers have an excellent customer experience every time
Digital Council	Technologies enable and support new ways of working and doing business – for our staff, customers and those who do business with us
Communications	Our residents, businesses, staff and members are well informed

1.4   Significant progress has been made during the last year. A summary of all projects as agreed in the May 2018 report and their current status, is attached at Appendix 1. All workstreams are now 'live' and, in the summary projects are broadly in 3 groups. Group 1 - where projects are complete or substantially underway, Group 2 - where projects are being actively worked on now and expected to conclude or be embedded as 'core business' by the end of this financial year; and Group 3 - where projects have been incorporated into the ICE transformation programme described further below.

1.5   Section 2 of this report provides details on the progress of those projects in Groups 1 and 2. Section 3 of the report describes the background and rationale for the ICE programme and Section 4 describes the approach being taken to completing the establishment of new service arrangements and proposes changes to better align the Council staffing resources against the new Council Business Plan. Section 5 looks at the wider implications of the report and Section 6 provides a summary and recommendations.

2. PROGRESS

Vision & Priorities

2.1 ***Develop a long-term vision for the area and extend the Council's planning horizon to support delivery of that vision***

A 10-year vision and set of ambitions for the area was agreed at the last meeting of the Council alongside a new 3-year business plan for the Council.

2.2 ***Undertake more regular resident surveys and other engagement***

A residents' survey was undertaken in the Summer 2018 with further community engagement on developing a vision in early 2019. Other more project and place-based engagement has been undertaken, particularly linked to priorities such as Regeneration, particularly in Aldershot Town Centre and the Farnborough Civic Quarter development. This will continue during 2019/20, sometimes with the Council leading and in other cases through the Rushmoor Development Partnership and by partnering with community groups, as the Council is doing with the Aldershot Civic Society around the Aldershot Transition Plan and the Aldershot Town Centre Strategy.

People

2.3 ***Building the new Executive Team and Corporate Leadership Team***

All roles identified in the May 2018 report have now been filled, with the final postholder, Corporate Manager – People, commencing on the 16 September. The Corporate Leadership Team (CLT) and 2 Corporate Managers are set out in the table below.

Job Role	Name
Chief Executive	Paul Shackley
Executive Director and Deputy Chief Executive	Ian Harrison
Executive Director	Karen Edwards
Head of Customer Experience	Colin Eckworth
Head of Democracy, Strategy and Partnerships	Andrew Colver
Head of Economy, Planning and Strategic Housing	Tim Mills
Executive Head of Finance	David Stanley
Head of IT & Facilities	Nick Harding
Head of Operational Services	James Duggin
Executive Head of Regeneration and Property	Paul Brooks
Corporate Manager - Legal Services	Catriona Herbert
Corporate Manager - People	Alison McBride

Heads of Service are now working through their service resource requirements to ensure effective delivery of the new business plan. This is covered in more detail in Section 4 on organisational redesign.

2.4 ***Strengthen capacity in key areas particularly regeneration and transformation/modernisation***

In addition to the Head of Regeneration and Property, a new post of Property and Estates Manager has been appointed, along with a regeneration trainee and further surveyor roles. However, the demands of the regeneration programme and the continued focus on commercial property continue to place pressure on the regeneration and property and legal service areas. Proposed approaches to further strengthening capacity in these are set out in Section 4 below on organisational redesign.

An experienced Programme Manager has been appointed on an interim basis to support transformation work. As a result, solid programme and project governance arrangements are in place for the new ICE transformation programme. In addition, dedicated project and improvement managers have been recruited and working effectively across the programme.

A similar programme and governance model is currently being developed for the Regenerating Rushmoor Programme as the programme moves towards implementation.

2.5 ***Establish a leadership development programme***

A 'cross-slice' leadership development programme co-designed with Solace has been running since January and is drawing to its conclusion. 14 employees were selected for the first cohort and whilst detailed evaluation is yet to be completed, the programme has already met some if its desired outcomes, including the completion of two significant cross-cutting projects. Alongside the programme, a number of ILM apprenticeships have been undertaken with 10 employees due to complete their studies over the coming weeks. A further programme is being planned to run during 2020.

2.6 ***Develop all managers to have the skills and confidence to demonstrate leadership and manage performance***

A management development programme is being introduced to support all the Council's managers to learn or refresh skills. The first phase will begin in the Autumn 2019 and the modules in the programme are as follows:

1	Performance and behaviour management
2	Delegation and decision making in a local authority
3	Managing change
4	Project Management for managers
5	Problem solving
6	Prioritisation
7	Managing budgets
8	Managing in a political environment

9	Digital skills
10	Handling difference/difficult conversations
11	Self-awareness/behaviours/emotional intelligence
12	Coaching skills
13	Commercial/business thinking
14	Managing Remote teams
15	HR policies and procedures

2.7 **HR Review**

A review of the HR service was commissioned from South East Employers by the Chief Executive. Their report has been received and the recommendations will be taken into account, as part of the ongoing work on organisational design for the whole Council, discussed in Section 4 of this report.

2.8 **Embed the new behaviours framework**

As part of the May 2018 report, the Chief Executive set out a behaviours framework which help set expectations in term of employee attitudes and approach to work. It includes behaviours that we expect from everyone, and others that will be expected as employees develop in their roles or become more senior.

The behaviours framework formed part of employees development reviews during 2018/19 and was embedded as part of the Head of Service job roles and associated competencies. Over the next period, we will be rolling out further links with our behaviours and recruitment process at all levels.

2.9 **Establish an approach to early exit which supports our move to financial sustainability**

Where it is decided to cease or substantially reduce an area of work altogether, any resulting reduction in the requirement for jobs will normally be dealt with under the Council's Organisational Change Policy. However, due to a number of years of service, cost reductions and the merging of many roles combined with the addition of new priorities, it is often not possible to simply cease or change work and make whole posts redundant.

The Council therefore put in place an additional approach through what is known as a Mutually Agreed Resignation Scheme (MARS) that is more flexible, gives choice to employees and managers, opens up career development opportunities and enables cost reductions over the medium term.

MARS enables individual employees, in agreement with the Council as their employer, to choose to leave their employment voluntarily in return for a discretionary 'MARS' payment. This creates job vacancies that may be filled by the redeployment of staff from other jobs or those seeking career development. In adopting this approach, the Council can create movement

which helps avoid compulsory redundancies, redeploys resources to different priorities and reduces costs in lower priority areas.

Improving Performance Management & Governance

2.10 ***Implement new scrutiny arrangements and associated staff and member development***

From June 2018, the previous system of five policy and review panels was replaced with an Overview and Scrutiny Committee (OSC) and a Policy and Project Advisory Board (PPAB).

As part of the process for establishing new scrutiny arrangements, initial training was provided with Members and officers directly involved with the Committee. In early 2019, a training session for Members and key support officers was provided by South East Employers to assist the Committee in developing effective processes and scrutiny procedures. This year further training for the Committee has been begun and specific training for officers has been undertaken on elements of the Constitution and working in a political environment (provided by South East Employers).

Both the OSC and the PPAB are working more effectively than under the previous arrangements, with Members engaging and driving their work agenda. This is being developed further in Year 2 of the new structure.

Work is underway with the Chairmen and Vice-Chairmen of the Committee and Board to ensure that work programmes are co-ordinated and processes are clear.

The level of support required has consequentially increased and developed, and options for how this need can be addressed is being considered as part of the work on organisational design.

2.11 **Improve performance management and establish effective governance arrangements**

These were two areas where the Peer Challenge team felt the Council should re-examine its approach to ensure that those responsible for performance management and project and programme governance had the information needed to undertake that role effectively, given the very ambitious programme of change and delivery the Council was embarking on.

Proposals in relation to changing the approach to performance management linked to the establishment of the new business plan are being worked through and will be considered by Members during the Autumn. The new approach will focus on improved governance, better quality and timeliness of data and integration of risk management in the process.

Programme, project and governance arrangements are in place for the Council's major programmes - Regenerating Rushmoor and now the ICE

programme. Work continues to develop the approach to oversight and governance for other major projects such as the leisure contract procurement and major capital programme projects.

Financial Sustainability

2.12   ***Develop and communicate a wider understanding of the underlying financial challenges now facing the Council, including more regular monitoring and vigorous challenge to significant or high-risk budgets***

An update on the Medium Term Financial Strategy (MTFS) and the financial position of the Council was given at the staff briefing sessions in May 2019. A further session on the Council's finances will be given to the next meeting of the Middle Managers Network.

From a Member perspective, the Budget Strategy Working Group (BSWG) was established to examine more closely the key strategic financial issues facing the Council and reports and make recommendations to Cabinet. The Terms of Reference for BSWG includes the following:

- To review the process for setting priorities and preparing the budget, including Member engagement in the process
- To monitor the Council's Medium Term Financial Strategy and progress towards achieving financial sustainability

BSWG sessions have focussed on the key financial risks and challenges over the medium-term. There has been an emphasis on understanding the longer-term impact of borrowing undertaken to support the Council's Regeneration programme on the Council's finances. This was supplemented with an all-member session in July 2019 on Treasury Management from Arlingclose.

A further BSWG session in July 2019 provided an update on the Council's finances post-outturn and considered the Council's balance sheet position (assets and balances/reserves).

The Executive Leadership Team (ELT) will receive risk-based monitoring reports throughout the year. This places particular emphasis on the delivery of the savings target, key income streams and high-risk budgets (e.g. Waste and Recycling, Commercial Property costs).

2.13   ***Secure and deliver additional savings and income generation to reduce the use of reserves to produce a balanced budget over the coming years and move to a risk-based assessment of the level of required reserves***

Council approved the revised MTSF in February 2019, which set out the challenge facing the Council over the next 3 years at a time of increased financial uncertainty.

The MTFS highlighted the risks around changes to local government funding (75% Business Rates Retention, Fair Funding Review, and New Homes Bonus)

and provided a significant update of the level of savings and additional income required to set a balanced budget over the MTFS period. A significant element of the savings identified for 2019/20 have already been delivered, as reported to Cabinet in August 2019.

Cabinet will receive a Budget Strategy and MTFS report in October 2019 which will provide an update of the financial challenge facing the Council. In particular, the report will focus on the approach to delivering the Savings Plan and de-risking elements of the MTFS (e.g. commercial property income). The report will also set out the risk-based Balances and Reserves Strategy.

The Savings Plan included in the MTFS is linked to the workstreams identified within the ICE Transformation programme.

2.14 ***Integrated strategy to guide commercial and regeneration property investments, proactive performance monitoring of investment returns and a new asset management plan***

A report on how our approach to asset management should develop was approved by Cabinet in July 2019, including the Council's approach to acquiring and managing its commercial properties. The Council has also commissioned Lambert Smith Hampton (LSH) to review its commercial property purchases and an action plan has been developed to take the conclusions of the review forward. LSH have also been commissioned to review a further tranche of property investments and to develop and write an investment strategy going forward. The financial performance of the commercial assets has also been considered by the OSC.

In terms of the next stages the Council is reviewing its approach to its overall asset management and is currently preparing to outsource the function to specialists, such as LSH. This will be in place within the next six months as will a new approach to future acquisitions that will be tied to the investment strategy and portfolio mix recommended. A report to the OSC is scheduled for January 2020 on the review of commercial property as part of the scrutiny process.

2.15 ***Establish a local Housing Company***

The Council approved the business case for the local Housing Company in March 2019. Since then the Board has met three times, including an initial informal meeting and has meetings scheduled monthly until November. The initial task has been to put in place the governance arrangements for the company. The Shareholder Agreement, Articles of Association and the Facility Agreement with the Council have been drafted and considered by the Board of the unincorporated company. A Business Plan for the company is being developed in tandem with the first three development schemes. Policies are also being drafted with the Rent Setting Policy being the first considered by the Board. It is anticipated that the Business Plan will be presented to Cabinet/Council in October/November with the initial transfer of properties taking place in the last quarter of 2019/20.

2.16 **_Work with community and voluntary organisations to reduce reliance on Council Funding_**

Changes have been made to the level of rent relief to a number of organisations and a review of this policy is underway in order that new arrangements can be embedded going forward. The work will also examine how the Council can take opportunities to maximise the value from the use of premises by community and voluntary organisations. In 2020 a review will also be undertaken of the support that the Council provides to major service providers in particular Citizens' Advice, Rushmoor Voluntary Services and the Farnborough and Cove War Memorial Hospital Trust.

2.17 **_Complete the review of all fees and charges and embed as part of the budget process_**

A review of the majority of the Council's fees and charges has been completed and the Council now has in place an annual review process undertaken as part of budget building.

However, due to the complexities of regulating legislation, several chargeable areas have been subject to a more detailed review (including Licensing) and have not therefore been subject to fee changes at this time. These will be put forward in the next cycle.

2.18 **_Retender the Council's leisure contracts to reduce revenue costs_**

This project is well underway and a Task and Finish Group is overseeing the process. The new contract is expected to be awarded in August next year with commencement in April 2021.

2.19 **_Develop a plan of targeted savings from procurement_**

A spend analysis is currently underway and will underpin the plan and procurement activity for 2020/21. A new procurement strategy is scheduled to be considered by the PPAB in November.

3.   PEER CHALLENGE REVIEW 24-25 SEPTEMBER 2019

3.1   A peer challenge review team returned to the Council on 24 and 25 September to review progress since the original review in 2017. They considered that overall the Council had made good progress and drew attention both to a number of areas of achievement and some areas for further consideration.

3.2   Areas for achievement included the team's view that new senior appointments were making a real difference to taking the organisation forward. The 2030

Vision for the Borough and 3-year Council Plan recently agreed were supporting a longer term planning horizon and good relationships between partners across Rushmoor have been sustained with the council well regarded by its partners. The team considered that performance management is becoming more embedded and acknowledged that the council recognised that more work was needed in this area. There was wide recognition that the new model for Scrutiny / Policy Advisory Board was working better than previous arrangements, that Members felt engaged in the new ways of working and that Cabinet and officers were responsive to scrutiny.

3.3   The team considered the council has addressed previous concerns around finances and could see that there is now a clearer and more consistent understanding of the budget position and the savings and investment required to sustain a sound financial position into the future. The team could see that a more commercial culture was emerging, alongside a more systematic and strategic approach to investments which was increasingly informed by external, expert advice. They considered that the ICE programme provided a more systematic and structured approach to transformation and change management, making the Council better able to modernise how it does things. The team also noted that staff welcomed the increased personal development opportunities including the Leadership Programme. They considered that these investments in the workforce were helping to support culture change and promote more cross-cutting working

3.4   In terms of areas for further improvement the review team recommended that the council ensure sustained focus on the priorities agreed in the Council Plan and avoid ad hoc additions in responding to emerging issues. Clearer monitoring of progress in key project areas was needed alongside a more focused and selective approach to performance reporting. The team also encouraged the council to set clear and realistic timescales for delivery and stick to these ensuring accountability for delivery and, given the scale and complexity of the council's plans, the team suggested that a simple and practical model for strategic risk management be put in place.

3.5   With the Council's commercial investments being such an important part of the MTFS the peer team encouraged the council to ensure good governance arrangements were in place to ensure risks are understood and managed and felt that commercial investments should now be seen and managed as mainstream, core business.

3.6   The team felt that the pace of change could be accelerated, but this needed to be achieved in the context of wider organisational development and resourcing. This would be supported by developing a work force strategy and giving continuing attention to culture change. This would include greater clarity and consistency of messages, and more direct and frequent engagement by the leadership across the organisation

3.7   The team reported that our partners recognise that Rushmoor Strategic Partnership needed to be re-shaped, but that there was a lack of clarity about the purpose of the new Partnership Network and attention should be paid to developing this further. Their final recommendation was that the work programmes for Overview and Scrutiny and the Policy & Advisory Board should be fully aligned with key Council priorities.

3.8   Whilst it will be a few weeks before the detailed report is received and considered, both the Leader and Chief Executive are pleased with the acknowledgement of the progress achieved and supportive of the recommended areas for further improvement. Many of these have already been included in the ICE transformation programme described in section 4 below. Any areas outstanding will be incorporated into the programme over the coming months or undertaken as part of other modernisation and improvement work.

4.   **THE ICE PROGRAMME**

4.1   During 2018, Members were involved with some work on customer service principles and, through work with the Rushmoor 2020 Task and Finish Group, it was clear that there was a strong desire for the Council to become more customer centric and modernise service delivery to deliver more effective and efficient services and release savings and capacity at a whole Council level. iESE also ran an ambitions workshop with Members in October to develop a common language around transformation and helped clarify the priority areas where Members wanted to see improvement and innovation.

4.2   The Council has so far been successful in delivering savings through service specific savings and improvement projects. However, there comes a point when taking savings out of services in the traditional way becomes unsustainable and a new approach is needed which will change (transform) the way the Council works at a 'whole council' level.

4.3   Experience from other authorities suggests that if the Council focused a programme as a whole Council Modernisation and Improvement or Transformation project, it could:

   •   Move to a more customer centric approach;
   •   Reduce the ongoing cost of services in a sustainable way; and
   •   Create some financial headroom to help balance the council's budget and deliver different or better outcomes in line with the 3-year business plan

        Reports from iESE and others show that this approach has delivered more than double the traditional approach to service reviews with some councils achieving savings of between 15% and 30%.

4.4   This type of transformation programme will involve a deeper understanding of our customers' needs and expectations, developing people, truly embracing the concept of becoming a digital council, improving business intelligence and performance management, following through the next stage of our

organisational redesign and implementing a "21st Century approach to internal and external communications."

4.5 A programme of this nature requires some clear outcomes and the outputs from earlier work with Members were incorporated into a set of draft programme outcomes, which have been reviewed and agreed by the Rushmoor 2020 Task and Finish Group as follows:

Improved and modernised core business
This means:

- The Council will be thinking digitally and understanding how it can use technology to improve services, increase productivity and create capacity and flexibility
- The Council will have redesigned services, targeting its resources on residents' and businesses' needs and our agreed priorities
- Everyone will feel well informed and connected and can collaborate in ways that support the delivery of the Council's collective priorities and not just its individual work
- A clear workforce strategy will be in place to make sure the Council have the skills it needs now – and tomorrow

Consistently excellent Customer Experience
This means:

- The Council will offer consistently excellent customer service with a single/combined customer service as close to the customer as possible. The Council will work towards delivering a single-view of the customer throughout the Council.
- The Council will have implemented and simplified the technology and processes it needs to create consistent and excellent customer journeys for many of its services across multiple channels
- The Council's customers will have more opportunities to 'self-serve', reducing contact and saving time and money
- Customers will be happy and confident to self-serve and use lower-cost channels
- The Council will be more visible out in the borough and better connected in how it looks after the place
- The Council will be making sure the residents and businesses are well informed about its priorities, services and campaigns

Enable efficiencies, delivered savings and generated more income
This means:

- The Council will have achieved at least £1.5 million of ongoing net expenditure reductions by the end of the programme
- The Council will be thinking about the future of services across the borough differently and taking opportunities to manage, reduce or turn off demand

- The Council will be thinking and working in a 'commercially aware' way - understanding and managing costs better, and maximising opportunities to generate income and to recover its costs
- The Council will be using procurement to help deliver efficiencies and savings whilst ensuring that wider policy requirements are met.

4.6 To support the delivery of these desired outcomes, an overarching modernisation and improvement or transformation programme has been developed which will be known as the ICE Programme. The programme has been defined in a key document called the Business Mandate and Programme Delivery Plan which is attached at Appendix 2.

4.7 The Business Mandate and Delivery plan explains how the programme has been developed, how it contributes to the delivery of the Vision and Business Plan and confirms the outcomes needed. It sets out the programme governance arrangements, workstreams and projects, current timelines and explains how risk is to be manged. The document includes the approach to communications, a high-level budget and the benefits and financial savings expected.

4.8 Many of the projects in the programme are enablers which will provide the foundation for service improvement. The benefits will be seen both externally by residents and customers and also internally in term of better ways of working for employees and members. Whilst service improvement is essential, there are also clear financial drivers underpinning the need for the programme. As the Council's major spend is on employees, it is important that staffing resources are aligned well with Council priorities and the efficiencies enabled by, for example the introduction of better processes and digital services, are realised over the course of the programme. The advantage of managing change over a longer planned period as set out in the ICE programme is that it is possible to plan for upskilling and changed roles which will help minimise compulsory redundancies. The proposed approach to organisation redesign though the ICE programme is set out in section 5 below.

5. ORGANISATIONAL REDESIGN

5.1 The Council, as with all organisations, increasingly needs its staff to be flexible and develop their skills to meet the changing needs of our residents and the business. The new Heads of Service have now been in post sufficient time to understand their areas and have been considering their service staffing arrangements in the context of the new 3-year Council Business Plan. They have put forward proposals to ensure that the plan can be delivered. The Chief Executive, as Head of Paid Service, with the Executive Directors, has been considering these proposals alongside other areas described below where the Executive Team have identified the need for increased focus or other changes to meet service demands and enable delivery of the Council's priorities.

5.2 **Increased focus on organisational strategy, policy and performance** - The Chief Executive has spent the last 12 months focusing on the Council's regeneration priorities, overseeing the regeneration and property service and the establishment of the Rushmoor Development Partnership. With the

agreement of a new Vision and Council Plan and the inevitable changes that will result from a new government, he is planning to step away from these areas of delivery and focus on the broader needs of the Council, including strategic risk, long term financial strategy, delivery of priorities and the future policy agenda. Given the recommendations from the Peer Challenge team the Head of Democracy, Strategy and Partnerships is also considering how the council should further strengthen the arrangements for performance management and policy including some **enhanced support to the Executive Team.**

5.3 As Policy Advisory Board and Scrutiny functions have developed and due to their current and emerging workload, for example around the climate change agenda, it is apparent that there is also a need to provide a **different level of support to the PPAB and Overview and Scrutiny Committee**. The Head of Democracy, Strategy and Partnerships will work this through during the coming weeks.

5.4 **Developing Managers** – Appointing a new group of Heads of Service has created much needed capacity in the senior team who were appointed to have shared core capabilities and responsibilities and now focus more strategically across the Council as a whole. However, this change has created a gap between 'middle' managers and heads of service. As part of the Council's approach to organisational development, it is keen to 'grow our own' staff more and the Executive Team, in considering several approaches to help reduce this gap, want to develop the skills and capabilities of existing managers. Discussions with managers on this will commence during September with a view to a new role of 'Service Manager' being created across the organisation.

5.5 **More commercial and place focused** – There is an opportunity to make more of some of the 'business assets' that the Council has, and it is proposed to look at how the council's commercial services could be brought together as a group of business units with a strong emphasis on income generation – albeit within a social and community context. There is also still too much separation of responsibility across the Council in terms of those working 'out in the borough' and the project will look at how this can be improved.

5.6 **Capacity for key priorities in the plan** – As a consequence of the new focus of the Chief Executive, the Regenerating Rushmoor Programme will become the responsibility of the Executive Director and the Executive Head of Regeneration and Property with the expertise of the Chief Executive still available to support the programme. In addition, further resources are also felt to be justified now in order to move forward Council plan priorities including posts to support the delivery of regeneration and property priorities, resources in the legal service and increasing the resources supporting our work on economy and growth.

5.7 **Resourcing for additional emerging priorities**, in particular the Council's response to climate change, will need to be considered as part of the budget building process for 2020/21

5.8   **Consequential changes from 2019 structure** – There are several business as usual staffing adjustments linked to the new Head of Service arrangements implemented last year that need to be formalised and these will be prioritised over the next 3 months to reduce uncertainty for employees in temporary roles. They include establishing arrangements that were put in on a temporary basis but are working effectively and implementing changes as a consequence of MARS departures.

5.9   The areas identified above will be addressed and managed as a single organisational redesign project within ICE, phased over the life of the programme. The initial focus will be on the re-alignment of resources to support the delivery of the new business plan. This will be managed over the next 6-9 months to enable a balance of level of change against the operational demands of the relevant services. Secondly, the project will take opportunities to reduce the overall cost of services through a systematic process of review, redesign and digitisation where service to customers can be improved or internal efficiencies realised. This is likely to start in the New Year and continue for the remainder of the programme.

5.10   Inevitably, at this stage there is a level of uncertainly as to the extent of costs associated with organisational redesign but from work undertaken to date it is expected that these can be met within current forecast budget allocation for the ICE programme.

5.12   As Head of Paid Service, the Chief Executive has delegated authority to make changes to the Council's establishment and vire relevant budgets for staffing purposes. Consultation will take place with relevant portfolio holders as changes are brought forward.

6.   IMPLICATIONS

Risks
6.1   The risks of the ICE programme are manged through a comprehensive set of risk registers at programme and individual project level alongside the Council's normal management of emerging risks and mitigation as set out in the corporate risk register.

Legal Implications
6.2   None as a direct result of this report

Financial and Resource Implications
6.3   The financial and resource implications are set out in section 5 of the ICE Business Mandate and Delivery plan attached at Appendix 2 to this report. In summary the forecast Ice Programme costs are currently estimated at £1.32m with required ongoing savings of between £1.3 and £1.5m per annum.

7.   **CONCLUSIONS AND RECOMMENDATIONS**

7.1   There has been significant progress in the delivery of the Rushmoor 2020 projects and this was confirmed by the recent review from the external LGA Peer Challenge Review Team. The ICE programme represents the next stage in the delivery of the council's modernisation and ensuring it is best placed to deliver the Council's business plan and support the long-term vision for the borough.

7.2   The report asks members to note the progress to date with the Rushmoor 2020 programme. Cabinet is asked to agree the Business Mandate and Programme Delivery Plan for the ICE programme and note the proposals and approach for the Organisational Redesign project.

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Background papers:
a) Report No CEX 1801 – Rushmoor 2020 – Modernisation and Improvement Programme

Rushmoor 2020

Modernised organisational arrangements and service delivery, underpinned by a clear vision

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Customer Experience

All our customers have an excellent customer experience every time

Develop and deliver the Customer Experience project

Vision & priorities

A Council with a clear vision and effective leadership for our residents and places

Develop a long-term vision for the Borough and the Council

Extend the planning horizon for the next Council Plan to support delivery of the vision

Undertake more regular resident surveys and other engagement to inform the development and on-going review of the vision for the Borough and service transformation

Reshape the Rushmoor Strategic Partnership (RSP) to focus on fewer more strategic issues

Key

- **Group 1: Complete or well underway**
- **Group 2: Currently active expected to be complete by/ during 2020**
- **Group 3: ICE Programme - currently active**
- **Group 4: ICE programme - future**

People

Staff with the right skills and behaviours in the right roles, committed to delivering the best possible outcomes for our communities

Build the new Executive Team and Corporate Leadership Team

Strengthen capacity in key areas, such as regeneration; transformation and organisational development through a combination of buying in external expertise, partnerships and skills transfer and growing talent within the organisation

Establish the new service arrangements

Review the HR service

Develop and implement a new workforce strategy and leadership development programme

Embed the new behaviours framework

Develop and commence delivery of a 2-year learning and development programme

Develop all managers to have the skills and confidence to demonstrate leadership and manage performance

Establish an approach to early exit which supports our move to financial sustainability

Improving Performance Management & Governance

We have a clear view of performance and robust arrangements to ensure delivery

Develop and put in place a new performance management framework

Implement new scrutiny arrangements

Put in place ongoing staff and member development for scrutiny arrangements

Establish effective Governance arrangements for

- Regenerating Rushmoor Programme
- Rushmoor 2020 Programme
- Other Major projects

Financial Sustainability

We achieve savings in a sustainable way while maintaining the quality of our services and maximising our assets

Build a wider understanding of the underlying financial challenges now facing the Council, **including better monitoring** and more vigorous challenge to significant or high-risk budgets

Secure and deliver additional savings and income generation to reduce the use of reserves to produce a balanced budget over the coming years and move to a risk-based assessment of the level of required reserves

Develop an integrated strategy to guide commercial and regeneration property investments, along with proactive performance monitoring of investment returns

Improve arrangements for the management and use of Council owned property including a new asset management plan

Establish a local housing company and increase rental income

Continue work with community and voluntary organisations to reduce reliance on Council financing

Complete the review of all fees and charges and embed as part of budget processes

Re-tender the Council's leisure contracts to reduce revenue costs

Develop a comprehensive plan of targeted savings from procurement

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Digital Council

Technologies enable and support new ways of working and doing business – for our staff, customers and those who do business with us

New Website   Deliver Cloud Strategy including Office 365   Digital skills

Enable new Ways of Working - **Smart Places**   Public access portal(s)   Infrastructure and Security

Fully establish use of mod.gov software   Review 'Love Rushmoor' App   New Intranet/Staff Hub

E-learning platform and online learning offer

Communications

Our residents, businesses, staff and members are well informed

Develop and implement new communications strategy and approach to branding

The ICE Transformation Programme

Business Mandate and Programme Delivery Plan

Version 19.0a October 2019

Contents

Table of Tables

1 Introduction

1.1 Document Purpose

The purpose of this document is to:

1. Provide a context and understanding of the challenges and opportunities faced by Rushmoor Borough Council;

2. Identify the role that the ICE transformation programme will play in responding to these challenges;

3. Describe the opportunity to deliver a range of modernisation and improvement projects which will:

   Improve and modernise core business

   Create a consistently excellent Customer Experience

   Enable efficiencies, savings and generate more income[1]

4. Set out a clear statement of what the future might look like once the ICE programme is completed;

5. Present a high-level business mandate and justification for the ICE project which identifies costs and benefits; and

6. Provide an overview of how the programme will be delivered including the relevant workstreams, governance, resources and timescales.

   The ICE project will require technology, process and people change which will impact all services and will be 'cross-cutting' in nature. As a result, it will be important to engage widely with the organisation to gain an understanding of the key issues and concerns such a programme may generate.

   Multi-disciplinary change teams will be established to support the delivery of the programme. Further detail of this approach is described in Section 3 of the report.

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[1] Individual projects have been brought together and are managed through a structured change programme called **ICE** (Improve, Create, Enable).

1.2 Methodology

This report builds on the Council's previous approach to the delivery of improvement, savings and income generation. In developing the proposals this report has taken account of:

1. The Rushmoor 2020 Modernisation and Improvement Programme Cabinet Report (29 May 2018) attached at Appendix 1 for information

2. Work undertaken with iese[2] during 2018[3]

3. Research into how other councils are undertaking transformation and current developments in approaches to the modernisation and digital delivery of council services. This has included attendance at conferences and learning events, supplier demonstrations from industry leading suppliers, reviews of other local authority's transformation programmes including visits to Eastleigh Borough Council, Wychavon Council, London Borough of Greenwich, South Kesteven District Council and learning and engagement with Bracknell Borough Council, and The London Borough of Islington.

4. A high-level technology assessment considering the potential of new technologies which assist in the delivery of digital transformation

5. Engagement with the Council Corporate Leadership Team (CLT).

6. Input from the Cabinet Portfolio holder, Policy and Projects Advisory Board and Rushmoor 2020 Task and Finish Group.

This report and associated work programme will be reviewed and updated on a regular basis.

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[2] Management and Technology Consultants https://www.iese.org.uk

2 Background

2.1 Council Vision and Ambition

Rushmoor Borough Council wants to ensure Rushmoor continues to be a fantastic place to live, work and play. As a result, it has developed a vision outlined in *Your Future, Your Place vision for Aldershot and Farnborough* over the next ten years. The aspiration is rightly ambitious and will only be delivered by working with residents, businesses and partners. The ambitions are:

- Vibrant and distinctive town centres

- Housing for every stage of life

- Strong communities, proud of our area

- Healthy and green lifestyles

- A growing local economy - kind to the environment

- Opportunities for everyone - quality education and a skilled local workforce

2.2 Delivering the Vision – Three Year Business Plan

To deliver the vision the Council has developed a medium-term business planning cycle identifying what the Council will do over the next three-year period. The Business Plan 2019-2022 identifies four key themes:

1. People

- To help improve the health and wellbeing of residents

- To encourage volunteering and being involved, and help people become more connected within their communities

- To help residents to remain independent in their homes

- To help residents and businesses be sustainable – including reducing waste, recycling more and making sustainable transport choices e.g. cycling.

2. Partnerships

- To work with partners to help people feel safer

- To strengthen relationships with the voluntary and community sectors to maximise the value they bring to the community

- To continue to support the military community

- To work with schools, businesses and other partners to improve educational attainment and raise career aspirations.

3. Place

- To continue to drive forward the regeneration of Aldershot and Farnborough town centres

- To maintain and develop excellent indoor and outdoor facilities

- To increase the Councils response to addressing climate change and other environmental issues

- To facilitate more homes being built that will meet the needs of local people

- To work to grow the local economy in a sustainable way.

4. Better Public Services

- To transform and modernise the way services are delivered to customers

- To listen and learn from residents and businesses and improve the ways the Council engages and communicates with customers

- To manage the Council finances well; increase income and deliver the savings and efficiencies that are needed to ensure the Council can deliver excellent services to residents.

2.3 Rushmoor 2020

The Rushmoor 2020 programme was established in May 2018. The role of the programme was to take forward a range of improvements set out in the Chief Executives report to Cabinet in May 2018, with a focus on the Council being a more customer focussed, agile and financially sustainable organisation to meet the expectations of residents and businesses and deliver the ambition in the Business Plan.

It was anticipated that by 2021/22 at least £1.3m of the Council's ongoing savings requirement would be achieved through the delivery of projects within the Rushmoor 2020 programme.

The Rushmoor 2020 programme consisted of seven workstreams summarised below:

1. Development of Vision and Priorities - A Council with a clear vision and effective leadership for residents and places

2. Development of People - Staff with the right skills and behaviours in the right roles, committed to delivering the best possible outcomes for communities

3. Improving Performance Management and Governance - A clear view of performance and robust arrangements to ensure delivery

4. Financial Sustainability – Achieving savings in a sustainable way while maintaining the quality of services and maximising assets

5. Customer Experience - All customers having an excellent customer experience every time

6. The Digital Council - Technologies which enable and support new ways of working and doing business – for staff, customers and those who do business with us

7. Communications - Residents, businesses, staff & members are well informed

A number of Rushmoor 2020 projects have now completed or will be complete by the end of 2019/20 as reported to the Cabinet in October 2019 in report ED 1907. The report identifies the next phase of work is to deliver a consistently excellent customer experience, whilst creating the capacity to achieve the long-term vision and meet the required savings targets. The report states:

The Council has so far been successful in delivering savings through service specific savings and improvement projects. However, there comes a point when taking savings out of services in the traditional way becomes unsustainable and a new approach is needed which will change (transform) the way the Council works at a 'whole council' level.

The report identifies three major objectives:

- Move to a more customer centric approach;
- Reduce the ongoing cost of services in a sustainable way; and
- Create some financial headroom to help balance the council's budget and deliver different or better outcomes in line with the 3-year business plan

To achieve these objectives will require a corporate modernisation and improvement programme. This type of programme will involve gaining a deeper understanding of customers' needs and expectations, developing people, truly embracing the concept of becoming a digital council, improving business intelligence and performance management, following through the next stage of organisational redesign and implementing a 21st century approach to internal and external communications.

As a result, a new overarching transformation programme has been established called the **ICE Programme***.*

3 The ICE Programme

Over the period to 2023 the intention will be to use the ICE Programme to build and deliver a programme of change which is transformative.

3.1 ICE Outcomes

A *'blueprint'* of the future organisation has been developed with three major outcomes:

Improved and modernised core business

This means:

- Thinking digitally and understanding how the Council can use technology to improve services, increase productivity and create capacity and flexibility
- Redesigning services, targeting the Council resources towards residents' and businesses' needs and agreed priorities
- Developing an environment where everyone will feel well informed and connected and can collaborate in ways that support the delivery of agreed priorities and not just individual work
- Having a workforce strategy in place to make sure the Council have the skills needed now – and tomorrow.

Consistently excellent Customer Experience

This means:

- Delivering consistently excellent customer service using a single/combined customer service as close to the customer as possible. The Council will work towards delivering a single view of the customer available across the organisation.
- Implementing and simplifying the technology and processes needed to create a consistent and excellent customer journey for services across multiple access channels.
- Customers will have more opportunities to 'self-serve', reducing contact and saving time and money
- Customers will be happy and confident to self-serve and use lower-cost channels
- The Council will be more visible out in the borough and better connected in how it looks after Place
- Making sure residents and businesses are well informed about priorities, services and campaigns.

Enable efficiencies, delivered savings and generated more income

This means:

- The Council will have achieved at least £1.5 million of ongoing net expenditure reductions by the end of the programme
- The Council will be thinking about the future of services across the borough differently and taking opportunities to manage, reduce or turn off demand
- The Council will be thinking and working in a 'commercially aware' way - understanding and managing costs better, and maximising opportunities to generate income and to recover costs
- The Council will be using procurement to help deliver efficiencies and savings whilst ensuring that wider policy requirements are met.

3.2 Programme Structure

The development of the ICE Programme has been informed by a review of the Councils previous improvement and modernisation work as well as work being undertaken in other local authorities. This suggested that the Council should bring together key areas of change into an overall, targeted and resourced Transformation Programme.

It is intended that clear Member oversight and senior level leadership of the programme will signal the importance of the work and set an expectation of collaboration at a whole council level. This will create optimum conditions to support a successful change programme to ensure delivery of required savings to the timelines outlined in the MTFS.

The ICE Programme is built around four workstreams -

1. Customer Experience

2. Digital Productivity

3. People, Culture and Organisational Design

4. Cost and Commercial

Each of the workstreams has a number of key change projects briefly described in the table 1:

Workstream 1 Customer Experience	Workstream 2 Digital Productivity
1. Customer Insight/Understanding our customers and demand	**1. Office 365 'The Modern Workplace** (Exchange, Word, Excel, PP and embedded accessibility)
2. Customer charter/promises (common standards)	**2. Flexible and mobile working -** office modernisation
3. Process redesign - Redesigning current services to create more efficient processes and increased opportunities for self-service	**3. Team working, collaboration and new Intranet**
4. New website - to enable better transactional services	**4. Performance management and business intelligence**
5. Environmental Services portal projects	**5. Modernising Line of Business Applications**
6. Create the 'Rushmoor Customer Service' implement CRM capability and start to build a single customer view	**6. IT Infrastructure and Cloud Migration**
7. Love Rushmoor App - refresh/replacement	
8. Modernising Communications	

Workstream 3 People, Culture and Organisation	Workstream 4 Cost and Commercial
1. Workforce strategy	**1. Better access to financial information**
2. Leadership	**2. Reducing debts and increasing income from existing services**
3. Learning and development programme	**3. Commercial strategy and management of assets**
4. Culture, values and behaviour change	**4. New procurement strategy and savings from procurement**
5. Improving internal communications and collaboration	
6. Organisational Redesign	

Table 1 ICE Workstreams and Projects

This is an ambitious programme of work with a significant number of projects to deliver. It is recommended that where possible project teams are resourced from across the council in multi-disciplinary teams led by an experienced project manager.

The projects already underway are using this model and, subject to resource constraints, this will be rolled out to further projects.

A key feature of the ICE programme is the approach to change. The programme will ensure wide engagement in the programme and effective communication.

3.3 *Organisational Behaviour and Cultural Change*

A significant number of projects in the ICE programme relate to the introduction of new technology which is designed to help transform ways of working. Critical to the success of the ICE programme will be a focus on organisational behaviour and cultural change. This recognises that whilst implementing new technology and redesigning processes is important, the skills and behaviours of the people who are going to use the new technologies and the processes that will guide and develop the use of technologies are even more important.

Organisational behaviour and cultural change activity is intended to help move the organisation's people, processes, and technology from the current 'as is' state to a desired future 'to be' state. To ensure effective, long-term, and sustainable transformative results, there must be a transition during which the required changes are introduced, tested, understood, and accepted. People have to let go of existing behaviours and attitudes and move to new behaviours and attitudes that achieve and sustain the desired outcomes.

The ICE Programme has established a series of projects in Workstream 3 (People, Culture and Organisation) designed to underpin an approach which recognises the need to support change using Organisation Development (OD) techniques. By integrating this into the ICE programme, as well as developing a comprehensive programme of communication to support leadership messaging and engagement in the change process, it will provide the programme with a better chance of success.

The remainder of this report sets out how the Council will use the four workstreams as a framework for projects which, if delivered successfully, will achieve the desired outcomes for the programme.

4 Delivery of the ICE Programme

4.1 Approach

The Programme is being managed using an adapted version of the Managing Successful Programmes (MSP) approach, originally developed to manage large scale cross-cutting programmes of work.

MSP is a methodology that comprises a set of principles and processes for use when managing a programme. A programme is made up of a specific set of Projects identified by an organisation that together will deliver some defined objective, or outcome, for the organisation. The objectives of the programme are typically at a strategic level so that the organisation can achieve benefits and improvements in the business operation. MSP is often used to manage complex whole organisation transformation programmes.

4.2 Programme Governance

The programme will be incorporated into the Council's three-year business plan and progress reported as part of the Council's quarterly performance report to Cabinet. Policy development will be undertaken by the Rushmoor 2020 Task and Finish group overseen by the Policy and Projects Advisory Board. At officer level the project will be part of the R2020 programme and report through the Council's Executive Leadership Team (ELT) acting as a programme board.

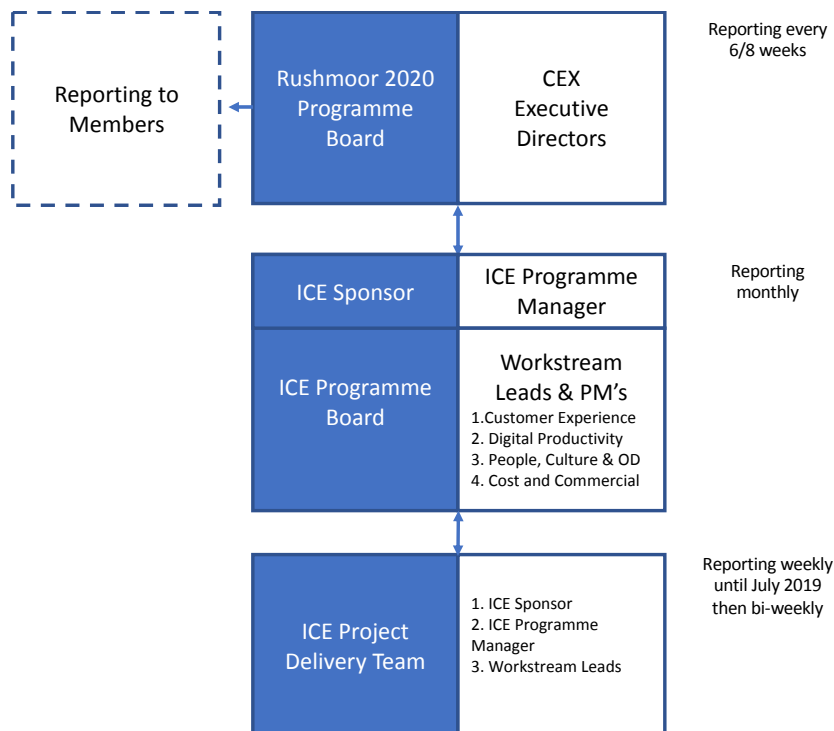The programme governance structure is shown in Table 2:

Table 2 ICE Programme Governance Structure

4.3 Programme Sequencing Phase 1

Work has been undertaken to identify the most effective order in which to undertake the projects within each workstream. In doing so an overall programme level view has also been taken to ensure that benefits are being delivered from the investment made (see Benefits Realisation section).

The programme has considered the following factors in addressing project sequencing:

1. Investment required to deliver outcomes;

2. Current 'readiness' of service or operational areas when measured by capacity, skills, resources and an assessment of current management challenges e.g. new legislation or other initiatives already underway; and

3. Technological change required which includes an assessment of lead time for implementation of required technology and overall cost of change.

The purpose of this work is to gain the optimum 'mix' to deliver results quickly whilst ensuring a sustainable programme which achieves the required overall savings and organisational changes. It is expected that an ongoing programme of project sequencing will be required to achieve this and as a result the programme will divided into a series of phases, with Phase 1 covering the initial sequencing between now and Christmas 2019, when a further phase of projects will be added.

The overall sequence of projects, updated to early September 2019, is shown in Appendix 2.

4.4 Key Modernisation and Improvement Projects Phase 1

The following main modernisation and improvement projects are underway in Phase 1:

4.4.1 Workstream 1 – Project 3 Process Review

This critical project is intended to identify and review in sequence areas of Council service delivery. The review will consider what process changes are required, should the customer service be delivered centrally and identify any service efficiencies which are possible. Working closely with Project 6 (CRM), changes which are identified and worked on collaboratively with the service area team, will be implemented with support from technologies such as CRM.

4.4.2 Workstream 1 – Project 6 CRM procurement and revised 'Rushmoor Customer Service' approach

This project is responsible for the identification and procurement of a CRM system. The CRM system will underpin the roll-out of a centralised, coordinated

approach to customer service. It is intended to review how current service are delivered to ensure that a single point of contact is established for all customers contacting the Council. Using CRM technology will allow information about customers to be collected via self-service, personal or telephone contact which will ensure that the Council can offer a more joined-up and target service in the future.

4.4.3 Workstream 2 – Project 1 – roll-out of revised office productivity tools including Office 365 and SharePoint online

Microsoft Office 365 and SharePoint online are projects which will deliver improved communication and collaboration tools for staff within the council. Offering tools to enable team working and cross organisation working will reduce 'silo' council operations and improve productivity of staff.

4.4.4 Workstream 3 – Project 6 – Service redesign programme

This project will focus on identifying changes to the organisational structure across the council to ensure the Council is effective and fit for the future. The work will address changes which may result as part of the introduction of new technology or from process reviews which identify improved ways of working, as well as management changes to the organisational structure to enable effective delivery of the Council's business plan.

In addition to the above projects a number of other IT system replacements and developments and staff development projects are underway.

4.5 Programme Communications

It is recognised that programmes of this nature can easily fail. One of the primary reasons for this failure is poor communication.

The ICE programme has developed a comprehensive communication plan intended to ensure that all stakeholders impacted by the programme are properly communicated with. The key stakeholders are shown in below:

1 Members	7 Union
2 Portfolio Holder	8 CLT
3 R2020 Task and Finish Group	9 ICE Project team
4 ICE Programme Board	10 Middle Managers
5 ELT	11 All Staff
6. Chief Executive	12 Customers

Table 3 ICE Communication Stakeholder Groups

Communication channels will include:

1. Email
2. Newsletter (via email, staff hub or Yammer)
3. Yammer
4. Written reports such as, Highlight, Check Point and stage boundaries
5. Website
6. Intranet
7. Teams (TBA)
8. Meetings, briefing and events
9. Blogs

A copy of the draft ICE Communication Plan is shown in Appendix 3.

5   Resources and Benefits

5.1   Programme Investment

The ICE Programme investment falls into three main areas:

- **New Technology** – Software and hardware costs, associated licencing, support, maintenance and in some case, hosting costs;
- **People resources** – primarily programme and project management costs, where required beyond the available internal resources or skills; and
- **Project implementation costs** – generally related to the implementation of new technology but also in some cases to support with change management, organisational development and learning and specialist skills not retained in-house.

5.2   Programme Funding Summary

Table 2 below provides an indication of each workstream costs. It should be noted that workstream 0 deals with the management of the programme whilst workstreams 1- 4 deal with delivery of project outcomes.

Work has been undertaken to identify programme costs. In some cases, these costs remain estimates based the current programme understanding of the work required and potential costs. These costs will be updated as the programme moves forward and more accurate estimates are available.

Workstream	Description	3-year Capital Programme Cost £000'	3-year Revenue Programme Cost £000'	Total Cost Programme cost over 3 years £000'
Workstream 0 – Programme Management and Resourcing	Costs associated with programme management, additional programme and temporary staff and backfill of resources	-	£380	£380
Workstream 1 – Customer Service	Cost of projects including technology, process redesign and people costs	£120	£401	£521
Workstream 2 - Digital	Cost of projects including technology, process redesign and people costs	£206	£155	£361
Workstream 3 – People and Culture	Cost of projects including technology, process redesign and people development costs	-	£30	£30
Workstream 4 – Cost and Commercial	Cost of projects including technology, process redesign and people costs	-	£30	£30

Workstream	Description	3-year Capital Programme Cost £000'	3-year Revenue Programme Cost £000'	Total Cost Programme cost over 3 years £000'
Total		£326	£996	£1,322
Funding already built into base budgets, Flexible use of Capital Receipts or Service Improvement Fund		£190	£774	£964
Current Forecast Additional Programme Funding Requirement as at September 2019		**£136**	**£222**	**£358**

Table 4 Summary of ICE Programme Funding Requirements

5.3 Benefits

The ICE programme is intended to deliver a wide range of benefits which will enable a reduction in costs whilst improving the customers experience of dealing with the council. In particular it is expected that the programme will deliver benefits in the following areas:

- Improvements in technology will provide the opportunity to shift to a genuine customer self-service environment whereby council customers will have the opportunity to interact (Pay, Report, Request, Apply or Register) with the Council using either a computer or mobile device. Importantly, the customer experience will be consistent across all council services.

- Investment in a Customer Relationship Management system will allow the tracking of customer interactions across a number of services and the ability to offer a joined-up centralised customer service. In addition, this will provide the council with the ability to target communications with customers providing a more tailored and personalised service delivery.

- A modern, transactional website which is responsive for mobile users where customers can interact with the council to self-service or gain resolution to service queries
.
- Better, redesigned council processes supported by automated workflow systems which ensure that information, service requests reach the right council member of staff quickly, whether they are office, mobile or home based. This approach, sometimes referred to as workflow, relies on investment in technology which supports efficient service request processing and automated routing of information to the right point. This approach often allows for the redesign of current processes which may rely on traditional paper-based systems.

- Updating or replacement of core service specific systems

- Better integration between systems will allow for information to be provided once and used to update all council databases and records. 'Deep'

integration means that often manual tasks involving entering information into back-office systems is eliminated. The latest artificial intelligence (AI) systems can support capturing and entering this information without the need to human intervention. This has the potential over the next few years to significantly reduce the cost particularly of repetitive transactional service functions.

- The roll-out of modern cloud-based office productivity tools will transform the working environment, enabling mobile working from any location, reducing pressure on office space and improving overall productivity. These latest systems include major improvements aimed at better collaboration in the working environment, reduction in reliance on paper and improved communication tools.

- The development of a 'customer first' culture which encourages the design of services to be from a customer perspective and not a service perspective. To achieve this will require a significant shift in behaviour and attitudes within the council and partner organisations.

5.4 Savings requirement

The savings requirement for the ICE programme was last forecast at £1.5m but will be revised in line with the Medium-Term Financial Strategy. Further details of the current projected savings are set out in Appendix 4 and currently show a saving total of £1.962m achieved between 2019 and 2023 with a current estimated ongoing annual saving from this work of £978,200 per annum.

Item	£'000
Current identified savings 2019-2023	1,962
Ongoing saving	978

Table 5 Summary Savings

Savings associated with workstream 4 will be identified as part of the budget setting process for 2020/21 and will be finalised in the budget paper in February. These are anticipated to be in the region of £1-1.5m and will include

- Savings from procurement
- Review of fees and charges
- Improved cost and demand management
- Income from commercial strategy and enhanced asset management

The programme savings requirement will be revised (at least annually) in line with the MTFS requirement but the programme approach and infrastructure that will be established is flexible enough to accommodate changes.

5.5 *Benefit Realisation*

The programme will use a Benefits Realisation approach, described below.

Benefits Realisation is the process by which potential benefits are identified, measured and tracked to demonstrate that projects deliver value to the organisation.

The Council will know it has been successful by the end of the programme if it can show it has met the outcomes summarised below:

- Improved customer satisfaction from improved employee morale
- increased number of services delivered electronically end-to-end
- increased Council income
- Delivery of target savings
- Improved resident satisfaction with the area as a place to live

The programme will adopt a four stage Benefits Realisation approach based on a standard benefits realisation approach shown in Table 6:

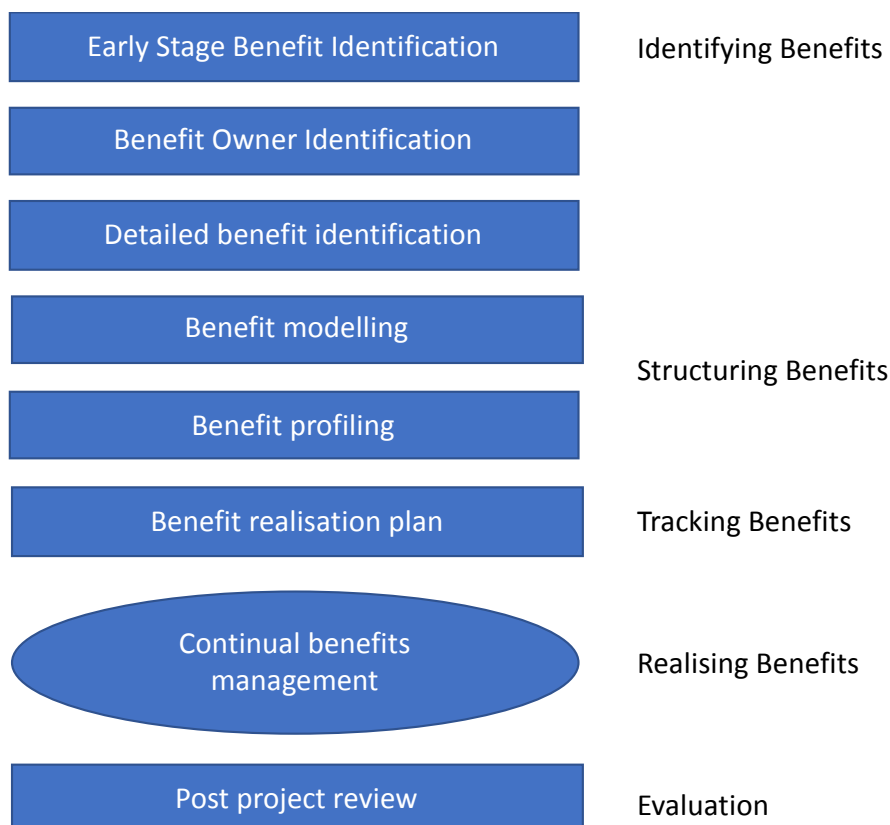|	
Early Stage Benefit Identification	Identifying Benefits
Benefit Owner Identification	
Detailed benefit identification	
Benefit modelling	Structuring Benefits
Benefit profiling	
Benefit realisation plan	Tracking Benefits
Continual benefits management	Realising Benefits
Post project review	Evaluation

Table 6 Benefits Realisation Framework

Appendix 1 – Rushmoor 2020 Modernisation and Improvement Programme Cabinet Report

RUSHMOOR 2020
- MODERNISATION

Appendix 2 ICE Programme Sequencing Sept 2019
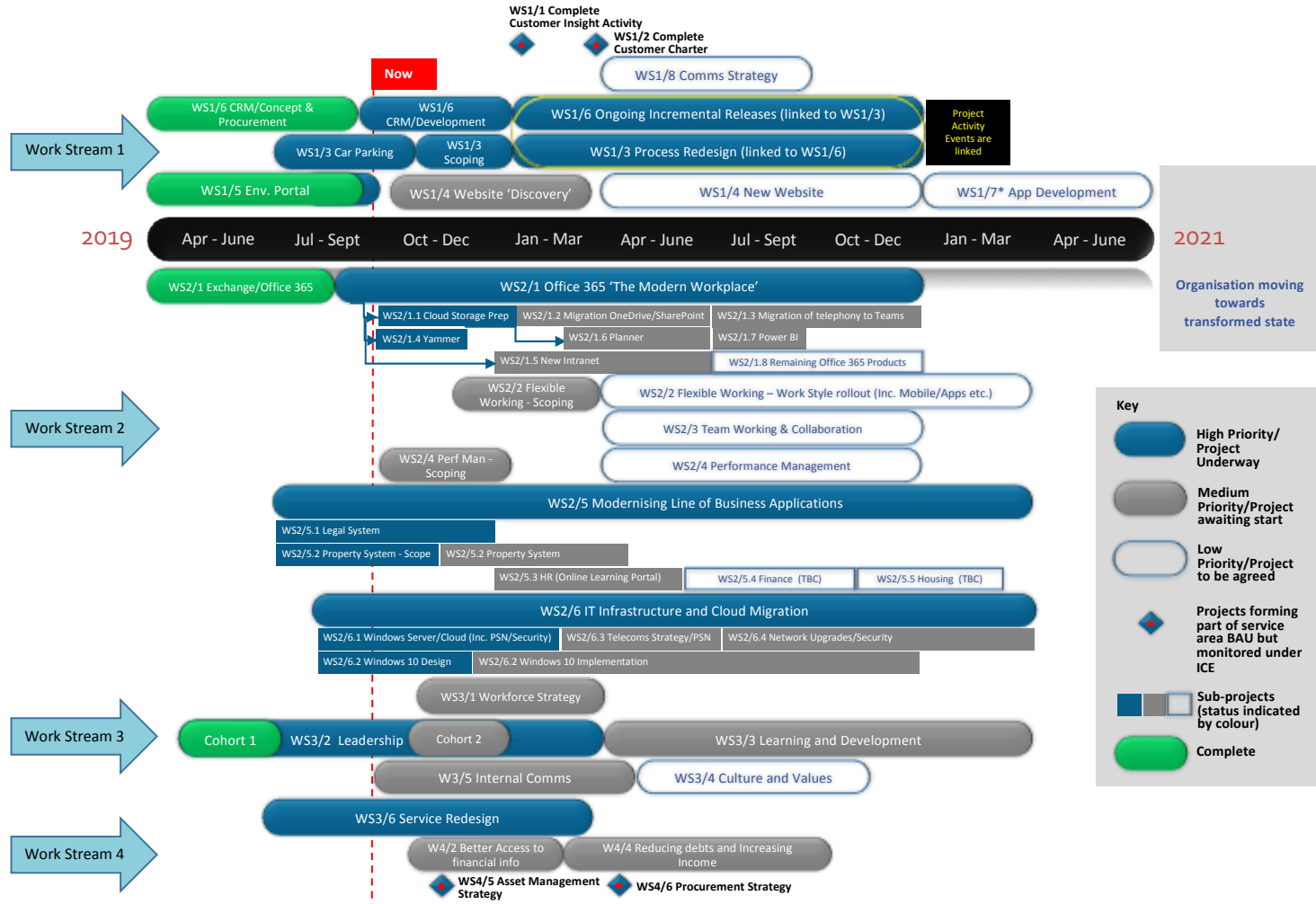
Appendix 3 – ICE Communication Plan

Ref	Communication Activity	Audience (Stakeholder Group in brackets)	Key Messages	Channel	When and Frequency	Responsibility
C1	Newsletter	ICE Programme Board (4) ELT (5) CX (6) CLT (8) Project team (9) Mid Managers (10) All Staff (11)	Introduction to ICE ICE outcomes Key Programme highlights Important new technology features What the changes will mean to staff and Members Regular 'drip feed' of ICE news items Use of repetition	Email newsletter	Fortnightly or less frequently depending on content	Programme manager to coordinate content Comms to produce newsletter Sign off Workstream Lead (CE)
C2	Senior manager briefing at CLT	CLT (8)	Leadership messages Change messages ICE roadmap and timeline Why ICE is important	Email updates CLT Meetings via presentation, written or verbal updates	As required Monthly or bi-monthly depending on content	To be delivered at CLT by Workstream Lead (depending on content)

Ref	Communication Activity	Audience (Stakeholder Group in brackets)	Key Messages	Channel	When and Frequency	Responsibility
			What they need to do Impact on their service Details of outcomes targets			
C3	Member Briefing	R2020 T&F (3) and Members (1) Portfolio Holder (2) as required	What's done and what's next ICE roadmap and timeline Items which require Member policy input/steer Items for Member sign off Progress reporting on ICE outcomes	Meeting	Bi-monthly	Sponsor Workstream Leads
C4	Project specific Middle Managers Briefing	Middle Managers (10)	ICE Update Specific Project issues	Middle Managers Meetings	Quarterly	Sponsor Workstream Leads
C5	ELT update	ELT (5)	Programme Highlight reporting /End stage	Written reports	Monthly or bi-monthly	KE

Ref	Communication Activity	Audience (Stakeholder Group in brackets)	Key Messages	Channel	When and Frequency	Responsibility
			Key ICE decisions which involve new funding Any items which require corporate approval		depending on content	
C6	Customer briefings	Customers (12)	New developments, online features and service improvements Channel shift activity	Website	As required	Programme Board to approve Comms to produce Sign off Workstream Lead (CE)
C7	ICE Union Updates	Union (7)	Issues related to staff and general ICE updates	Email Meetings	As Required but minimum every six months	Sponsor Workstream Leads
C8	ICE Programme Board Communication	Programme Board (4)	Highlight reporting Programme Risks and Issues Programme Key decisions Leadership messages	Verbal and Written reports Programme meeting	Monthly	Programme Manager Project Managers

Ref	Communication Activity	Audience (Stakeholder Group in brackets)	Key Messages	Channel	When and Frequency	Responsibility
			Change messages ICE roadmap and timeline ICE Comms messages ICE Programme sequencing			
C9	ICE Project Team Communication	Project Team (9)	Project highlight reports Project Board decisions Key project issues Project risks and issues	Verbal and Written reports Project Delivery Team meeting	Bi-Weekly meeting Weekly checkpoint telephone call	Workstream Leads Project Managers

Appendix 4 – Summary ICE Programme Savings*

	Saving 2019/20	Cost 2019/20	Saving 2020/21	Cost 2020/21	Saving 2021/22	Cost 2021/22	Saving 2022/23	Cost 2022/23	Saving 2019-23	Cost 2019-23
ICE Savings, Income and Efficiencies Summary										
Technology related	0	0	10,000	0	20,000	0	20,000	0	50,000	0
Income from space utilisation	48,238	0	56,780	0	76,780	0	76,780	0	258,578	0
Process Redesign, automation and service systems	0	0	51,581	0	140,330	0	266,492	0	458,403	0
Organisational Redesign Phase 1	0	0	465,576	353,266	549,606	354,426	615,607	355,559	1,630,789	1,063,251
Organisational Redesign Phase 2	0	0	0	0	153,876	0	293,747	0	447,624	0
Additional Income from existing services (only S106 identified to date)			60,000		60,000		60,000		180,000	
Fees and Charges	To be confirmed alongside budget setting process									
Procurement	To be confirmed alongside budget setting process									
Total	48,238	0	643,937	353,266	1,000,592	354,426	1,332,626	355,559	3,025,393	1,063,251

* Technology and implementation costs shown in main report and currently excludes personal exit costs