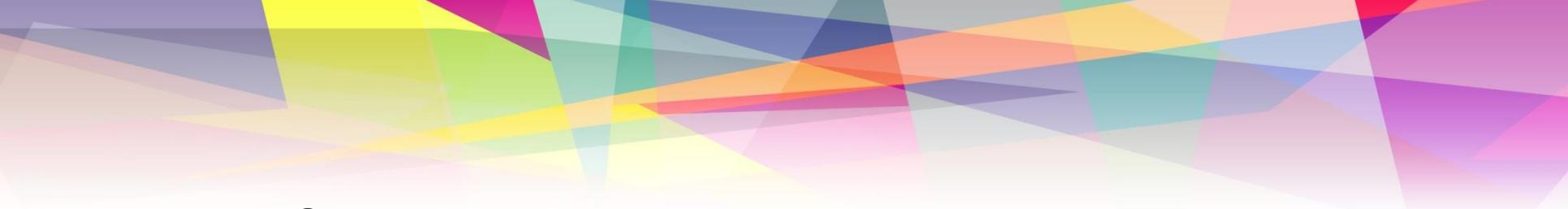# Transition & Reach programme update

Growth & Prosperity Scrutiny Panel

23 November 2020

Introduction

- By way of an update on transition related activity, there are a number of activities that we still need to carry out to ensure we continue the momentum from transition and closedown activities or ensure these are captured in other programmes.
- These are managed through a project Transition 2.0 to ensure that any activities falling behind and risks are highlighted and dealt with as smoothly as possible.
- Progress continues across all workstreams but some key updates and exceptions for each of the functional areas are outlined below.
- An emerging programme, Reach, will be developed to improve customer experience for Place services and create smarter ways of working for the returning services

Commercial/Legal

- All projects/schemes now agreed with UV
- Final legal agreement being developed to ensure all commercial elements are closed

Operational

- A need to complete recruitment of key gaps in the structure
- Further development of health and safety and quality systems required and recruitment ongoing
- Programme of job specific mandatory training for employees now in place
- Reporting of performance in place through Tech Forums – further improvements being developed
- Review depot systems – likely to become part of longer term Reach programme
- Cost monitoring of projects – will need to seek long term solution for monitoring with IT
- Minor points to resolve around consents – operational team to confirm

HR

- Delivery of Management Essentials Training – plans to delivery content virtually
- HR team exploring alternative methods for carrying out documentation checks whilst we aren't in the office
- Ensuring transfer of all files (delayed due to Covid office restrictions)
- Job evaluation process continuing in service areas as promised to staff pre-transition
- Harmonisation of T&Cs collectively a longer term aim but no detailed plan for this yet

IT

- IT delivery manager recently in post for Place
- IT to support the review of systems and software usage with Service Areas
- Confirm plan for future software and system requirements
- Ensure licences and systems are reviewed in enough time for renewal dates

Procurement

- Review of renewal dates for procurement of goods and services Technical Services & Property complete and has been shared with Procurement.
- Update given at Procurement Board on 20th October.
- A number of new suppliers set up with a need to review a number of these 12 months post contract.
- The biggest procurement exercise over the next 6 months is the work to replace the Minor Civils Framework.
- Procurement team to support purchase of goods and services in line with renewal dates with service teams – considerable resource required.
- Handover of procurement responsibility from the programme to service leads

Finance

- In final stages of reviewing UV invoice and closedown accounts – to include in legal closedown
- Monitoring of new financial arrangements becomes business as usual
- Responsibilities between financial and operational teams are agreed
- Capital monitoring arrangements in place
- New accounting measures in place for depot operations

Transition - next steps

- Continue to raise transition exceptions with colleagues across the council and work to resolve ASAP
- Make the new arrangements business as usual
- Complete these alongside a programme to improve services and customer experience – Reach
- Governance for Transition to be included in Reach Board arrangements

REACH programme

- Little investment in services since 2005
- A need to do things quicker, easier and better and improve customer experience
- Invest in new ways of working to make systems and processes more effective
- Use transformation journey as basis for programme
- Squad approach with resources from across Place and Service Reform
- Strategic Director Place and Strategic Director Service Reform to act at joint SROs

What is REACH seeking to achieve

- Reinvigorate services through creativity and innovation
- Engage proactively with services and communities
- Aim to provide the best services in the UK
- Customer experience improvements at the heart of the programme
- Harness technology to be the best we can be

Reach – progress & next steps

- Initial exploration work carried out with teams
- Initial Programme Board held
- Programme team developing programme documentation
- 3 pilot areas of the business prioritised, with 2 cross cutting areas highlighted alongside
- Business analysis resource currently being recruited to start discovery and understand process
- Developing squads with members of Service Reform to support change