



**Wokingham Borough Council**

**21<sup>st</sup> Century Council:**

**Future Operating Model Blueprint**

**25<sup>th</sup> August 2016**

## Table of Contents

<b>1. Summary</b>	<b>4</b>
<b>2. Introduction</b>	<b>7</b>
a. Background	7
b. Objectives and Scope	7
c. Approach	9
<b>3. Future Operating Model</b>	<b>11</b>
a. Operating Model v Organisational Model	11
b. Design Principles	11
c. Overview of the Future Operating Model	12
d. Key elements of the Wokingham Borough Council FOM	13
<b>4. Business Case</b>	<b>14</b>
a. Staffing cost reductions	14
b. WBC prioritisation and standards of service	14
c. Priority areas for savings	15
d. Implementation Investment	21
e. Benefit Realisation	22
<b>5. Organisational Framework</b>	<b>24</b>
a. Populating the FOM	24
b. Organisational Design	24
<b>6. Implementation Plan</b>	<b>28</b>
a. Proposed structure of the implementation plan	28
b. Risk Management approach	29
<b>Appendix 1 – Financial appraisal</b>	<b>30</b>
<b>Appendix 2 – Generic Future Model Processes</b>	<b>31</b>

## Table of Figures

Figure 1: Wokingham Borough Council Future Operating Model .....	4
Figure 2: Summary of key saving areas (Asset management savings will be delivered as part of the One Public Estate project).....	5
Figure 3: Draft high level implementation plan .....	5
Figure 4: Cumulative saving against the technology and implementation investment costs .....	6
Figure 5: 21st Century Council governance arrangements - Individual descriptors are out of date and have been revised following Joint Board discussion. Diagram will be updated before dispatch to Group .....	7
Figure 6: Summary of scope of the business case .....	9
Figure 7: Components of the blueprint activity .....	9
Figure 8: Conceptual Future Operating Model .....	12
Figure 9: Wokingham Borough Council Future Operating Model .....	13
Figure 10: Summary draft prioritisation of Council services.....	15
Figure 11: Summary of key saving areas for <i>stretch</i> position .....	16
Figure 12: New Operating Model for Support Services .....	16
Figure 13: Expected split of activity across Support Services .....	17
Figure 14: Example opportunities for saving across Support Services .....	17
Figure 15: Teams with Customer Service activity that could be centralised .....	18
Figure 16: Example opportunities for saving across Customer Services .....	18
Figure 17: Teams with Case Management activity that could be centralised .....	19
Figure 18: Teams with the highest concentration of specialist activity .....	20
Figure 19: Example opportunities for saving across specialist activity.....	20
Figure 20: Technology functional diagram .....	21
Figure 21: External IT costs .....	21
Figure 22: Implementation costs .....	22
Figure 23: Cumulative saving against the technology and implementation investment costs .....	23
Figure 24: FOM with estimated FTE of activity .....	24
Figure 25: Proposed leadership structure .....	25
Figure 26: High Level Implementation Plan.....	28

# 1. Summary

This document provides the ‘blueprint’ for the delivery of the Future Operating Model (FOM) for Wokingham Borough Council (WBC). It includes a refined business case, an organisational design and an implementation approach and plan.

A total of 1029 FTEs (full time equivalents) were identified as being in scope at a fully loaded cost of £42.51 million. As a result of the blueprinting exercise, this business case proposes a cost saving of £4.5M (11%) and an associated reduction of 120 -150 FTEs (11%) whilst at the same time enhancing customer service delivery. Cost savings relate to all sources of Council funding – general fund, grant and ring fenced.

A revised Future Operating Model for the Council has been developed. This operating model focuses on the types of activity that are performed, unconstrained by current organisational models:

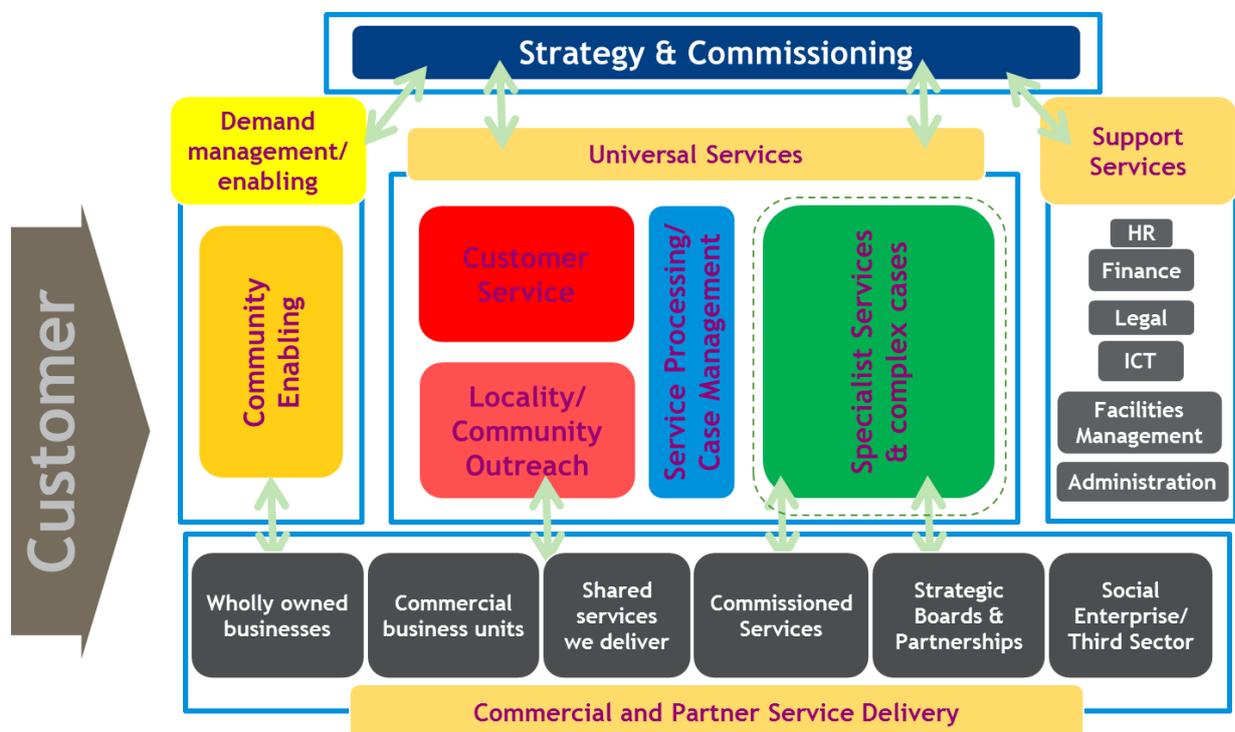


Figure 1: Wokingham Borough Council Future Operating Model

Using this model, all activity across the Council has been mapped, identifying the roles and level of cost involved. This valuable data source is used to both analyse the level of activity and cost to deliver particular services to customers. Seven key areas for saving have been identified and summarised below:

Saving area	WBC AA FTE Total	%	As-is Cost	To-be FTE	To-be cost	Saving
i) New operating model for Support Services	173	16.8%	£ 6,428,592	142	£ 5,318,895	£ 1,109,697
ii) Technology enabled customer service & locality working	207	20.1%	£ 7,121,874	174	£ 6,085,216	£ 1,036,659
iii) Remodel leadership and management activity	82	8.0%	£ 4,693,769	67	£ 3,816,504	£ 877,265
iv) Technology enabled, centralised case management	97	9.4%	£ 3,110,217	76	£ 2,439,202	£ 671,015
v) Co-ordination of Strategy and Commissioning	132	12.8%	£ 6,420,310	127	£ 6,203,550	£ 216,760
vi) Service re-design efficiency across 267 specialists	267	25.9%	£ 11,843,456	254	£ 11,251,283	£ 592,173
vii) Service delivery, facilities & asset management	71	6.9%	£ 2,896,177	71	£ 2,896,177	£ -
	<b>1029</b>	<b>100.0%</b>	<b>£ 42,514,395</b>	<b>911</b>	<b>£ 38,010,827</b>	<b>£ 4,503,568</b>

Figure 2: Summary of key saving areas (Asset management savings will be delivered as part of the One Public Estate project)

The numbers and distribution of FTEs across the model will emerge as work through implementation of the model

This business case identifies a range of further opportunities for effectiveness above and beyond the financial efficiencies described above. These are summarised below:

- Improve customer focus and standards
- Enhance capacity and capability in strategy, performance and programmes to make the Council more effective at delivering member ambitions
- Deliver a more coherent approach to Commissioning services to derive better value from partners and suppliers

The Blueprint also has implications for the implementation plan, of which a more detailed version is provided as a separate document. A high level 17 month outline implementation plan is shown below highlighting the key work-packages of the programme:

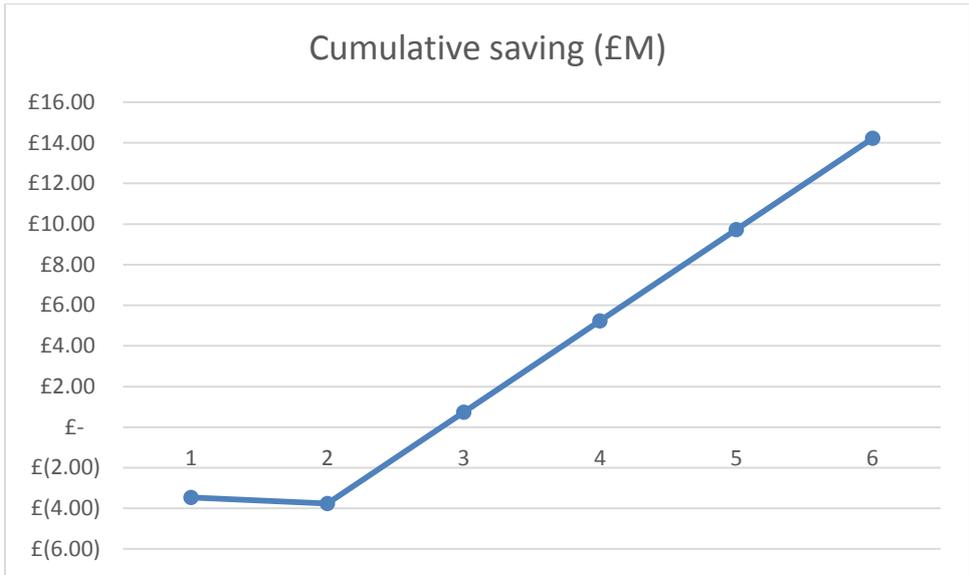
	2016					2017												2018				
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
0a) Programme set up																						
0b) Technology 'no-brainers'																						
1A) Strategy and Commissioning																						
1B) Support Services																						
1C) Customer portal and locality delivery																						
2A) Environment																						
2B) Health & Wellbeing																						
2C) Children's Services																						
3) IT build and Data Implementation																						

Figure 3: Draft high level implementation plan

Over the period of implementation the high level costs of the programme are expected to be:

Item	Investment
External IT procurement	£2.3M
Implementation costs	£3.9M
<b>Total</b>	<b>£6.2M</b>

The expected cumulative payback on this investment is show in the graph below:



**Figure 4: Cumulative saving against the technology and implementation investment costs**

This shows a break even at the end of Year 2 whereby the investment costs are fully covered by the savings secured. Further costs associated with reshaping the organisation are described in the financial case.

## 2. Introduction

### a. Background

The public sector is going through unprecedented change since the Global Financial Crisis and the introduction of a fiscal austerity programme by the UK Government in 2010. Local Authorities have been very much at the centre of the austerity programme, bearing a greater share of financial savings than any other part of the public sector. This has left councils with the choice as to whether to cut back on their ambitions for their communities and the level of services they offer them, or to innovate in what they do and the way they go about their business in order, as far as possible, to meet community needs and aspirations.

In considering the options available to the Council, it needs to be recognised that advances in technology and changes in customer and resident behaviour mean different forms of service delivery organisation are now possible that were not deliverable five to ten years ago. Many of these have started to be successfully exploited by the business sector, such as retailers and banks, and also by central government, for example the DVLA. However, to exploit them to their full potential, the key lesson from the business sector is that they cannot be successfully bolted on to existing business models and service delivery. Instead, the whole business and operating model needs to be reviewed and transformed if the full benefits are to be realised for the organisation and the customer.

### b. Objectives and Scope

Wokingham Borough Council have been leading a portfolio of transformation projects and initiatives within their 21<sup>st</sup> Century Council Programme. The diagram below shows the contents of this portfolio and the current Governance arrangements.

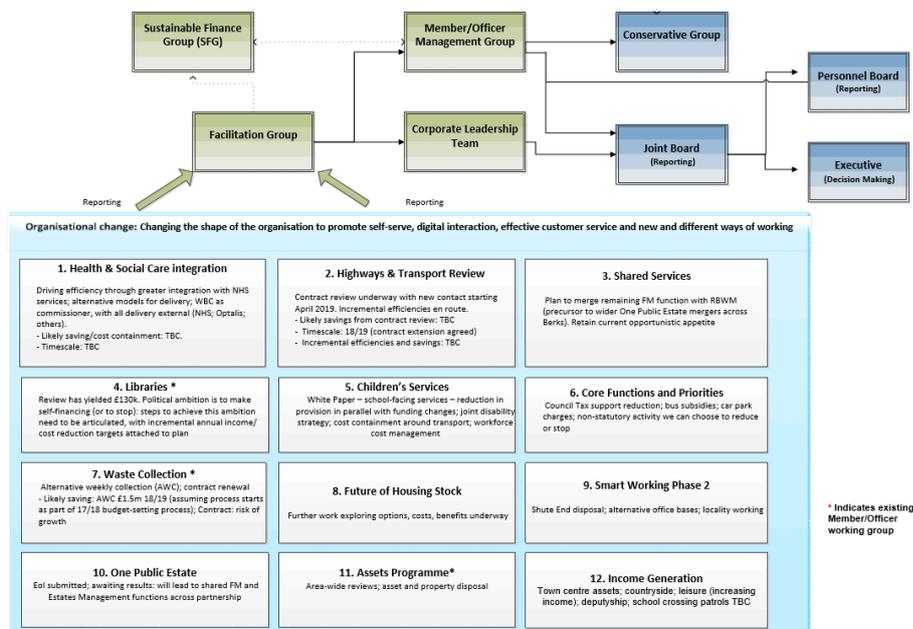


Figure 5: 21st Century Council governance arrangements - Individual descriptors are out of date and have been revised following Joint Board discussion. Diagram will be updated before dispatch to Group

This blueprint and business case has been created from a significant ramp up of effort by the Council, working with Ignite, in the Customer Programme within the above portfolio, working closely with many of the other work streams. The objectives and benefits of this programme were defined in 2013 as:

**The Customer programme objectives 2013-2018 are:**

- Service strategy standards which aspire to be the best we can achieve and are informed by customers’ needs and feedback
- Customer service processes which are effective and efficient; first point of resolution and elimination of chases for information
- Top quality information about customer services which informs users of the services, those delivering the services and Councillors as policy makers
- Internet services which people want to use as a first preference because they are quick, easy and let customers track their requests
- Services which not only deliver immediate needs but demonstrate and promote what the Council offers and how well it achieves this
- Savings of £150,000 in financial year 2015/16

**Expected benefits for our residents and customers are:**

- Customers have more choice around how they interact with us
- Customers will be able to serve themselves, 24/7, at a time and place that suits them
- Maximising first time resolution will mean that customers have their enquiries resolved sooner, at the first point of contact
- By regularly gathering and using information about our customers and how they wish to access services, means that we will continually improve what we do, whilst making sure that channels are accessible and relevant to all
- Building staff capacity, capability, behaviours & resilience to offer seamless services in a way that is appropriate to each customer
- Closer working with our partners, working together across organisations so that customers experience seamless, high quality public services irrespective of who is delivering them

As part of this Blueprint phase CLT built on this previous work to clarify the vision of the programme:

***The Customer Programme will:***

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*Understand our customers better and re-design services to meet their prioritised needs*

*Help to deliver the Council’s efficiency targets*

---

*Create and implement a new way of working across the Council*

---

*Realise the benefits of state-of-the art technology and systems*

---

*Deliver a ‘once and done’ approach wherever possible*

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This Blueprint business case builds on an initial business case that was completed in December 2015. The scope of the programme was a total of 1029 FTEs at a fully loaded cost of £42.51 million. This is comprised of the following teams with associated numbers of FTEs and fully loaded staff costs:

	FTE	Cost (£M)
Chief Executive's Unit	42	£2.59
Finance and Resources	353	£13.08
Environmental Services	225	£9.11
Children's Services	275	£12.23
Health & Wellbeing	133	£5.51
<b>TOTAL</b>	<b>1029</b>	<b>£ 42.52</b>

Figure 6: Summary of scope of the business case

The funding source for each of these full time equivalents needs to be considered so that officers and Members can interpret how savings identified in transitioning to the new ways of working can be realised.

£4.7M of funding within the scope identified above is grant or ring-fenced funding. As a result it may not be as easy to realise savings within this grant funding due to conditions associated with the funding source. This will need to be managed on a case by case basis in the detailed planning of the programme when the benefit management plan for the programme is created.

### c. Approach

As proposed in the initial business case the following sets of engagements, analysis and design, implementation planning activities were undertaken to produce the deliverables:

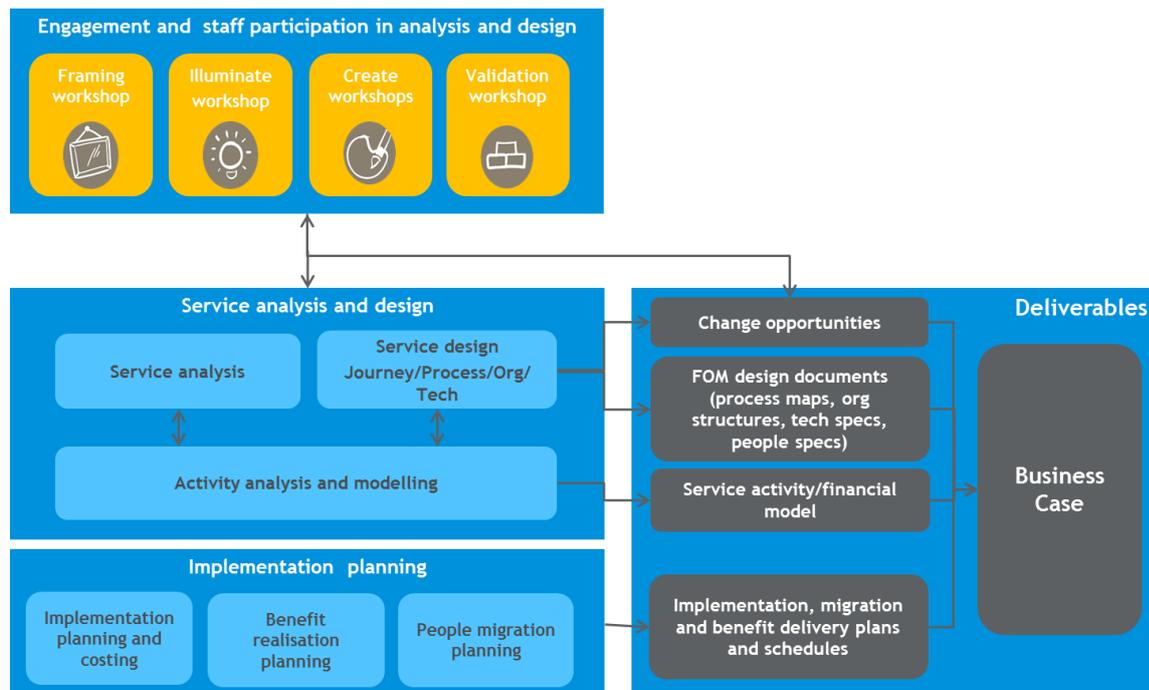


Figure 7: Components of the blueprint activity

The Blueprinting phase builds on the initial business case work and delivers:

- A revised business case (based on detailed service by service activity analysis, refined maturity assessment and cost analysis, including technology)
- A costed Target Operating Model for WBC aligned to the Future Model, including initial organisational design, role descriptions and technology model
- Programme plans for implementation

Our approach to developing the Blueprint has focused on two areas. Firstly, refining the activity analysis detail from the initial business case phase, by analysing the activity of all service areas in scope, using data provided by ~70 service area representatives working with colleagues from across the Council. Secondly, we have focused on key areas with smaller working groups based on findings from this activity analysis. The areas explored in this second component were:

1. Principles of leadership and structure
2. Strategy and Commissioning
3. Refining the model for Children's Services
4. Refining the model for Health & Wellbeing
5. Local delivery
6. Support Services

The Blueprint business case validates some of the assumptions made in the initial business case and involves a wider group of council representatives in identifying the achievable savings. The opportunity analysis activity engaged that wider group in identifying areas that could work more effectively and efficiently through the FOM and the use of new technology.

Assumptions based on the key drivers of efficiency can then be made to identify potential savings by each part of the FOM. These drivers are explained later.

The combination of the output from the business case and the work in the Create & Validate workshops has developed potential options as to how each area of the FOM could be structured. These options have then been drafted in light of people / organisational / political constraints, to provide an initial organisational design. We have populated the organisational design with initial draft FTE numbers from the business case to refine management levels and spans of control, organisational anomalies (e.g. small functions combining) and any geographic requirements. FTE numbers will be revised in detailed design stages of implementation to reflect more involved design considerations engaging more of the organisation.

## 3. Future Operating Model

### a. Operating Model v Organisational Model

The Future Operating Model (FOM) provides a model of how the Council delivers services to customers and how the customer will interact with the council. This provides the rationale for how the work is done and what types of roles are required to deliver the work. The business case generates the required numbers for each role to deliver the services required.

The organisational model (sometimes referred to as a Management Structure) provides an internal framework for how the council organises itself to deliver the operating model. This organisational model sets out where the work gets done, and by how many of each role. This drives considerations on spans of control, levels of seniority within role families and management structures required.

Inherently there will be choices the Council will need to make within the organisational model that will require iteration during implementation. The Blueprint analysis provides an initial view of the numbers against each area of the model. Based on the choices made, the organisational model will develop through detailed design aligned with the agreed design principles.

### b. Design Principles

In the development of the operating model, a number of “ground rules” or design principles were agreed to articulate how the new model would operate. These were refined in conjunction with the wider participation group to:

1. Focus on the customer experience
2. Redesign processes around the ideal customer journey
3. Tell customer what to expect and keep them up to date along the way
4. Make processes digital by default, but with alternative access channels where appropriate
5. Address issues at first point of contact
6. Collect information once, and only if we actually need it
7. Move as much work forward, to self-serve or customer facing roles as possible
8. Move work quickly and easily around the organisation by using workflows and automated process prompts
9. Automate controls within processes to ensure compliance
10. Measure performance as part of the process/workflow to drive improvements
11. Manage customer capability to enable customers to do more for themselves
12. Manage customer demand to prevent and shape demand where appropriate

These design principles enabled people to understand and agree the future vision for the Council and start to articulate how things might work. They will be used throughout the proposed implementation to support decision making.

### c. Overview of the Future Operating Model

The Proof of Concept and Blueprint activity started with a conceptual model of the framework:

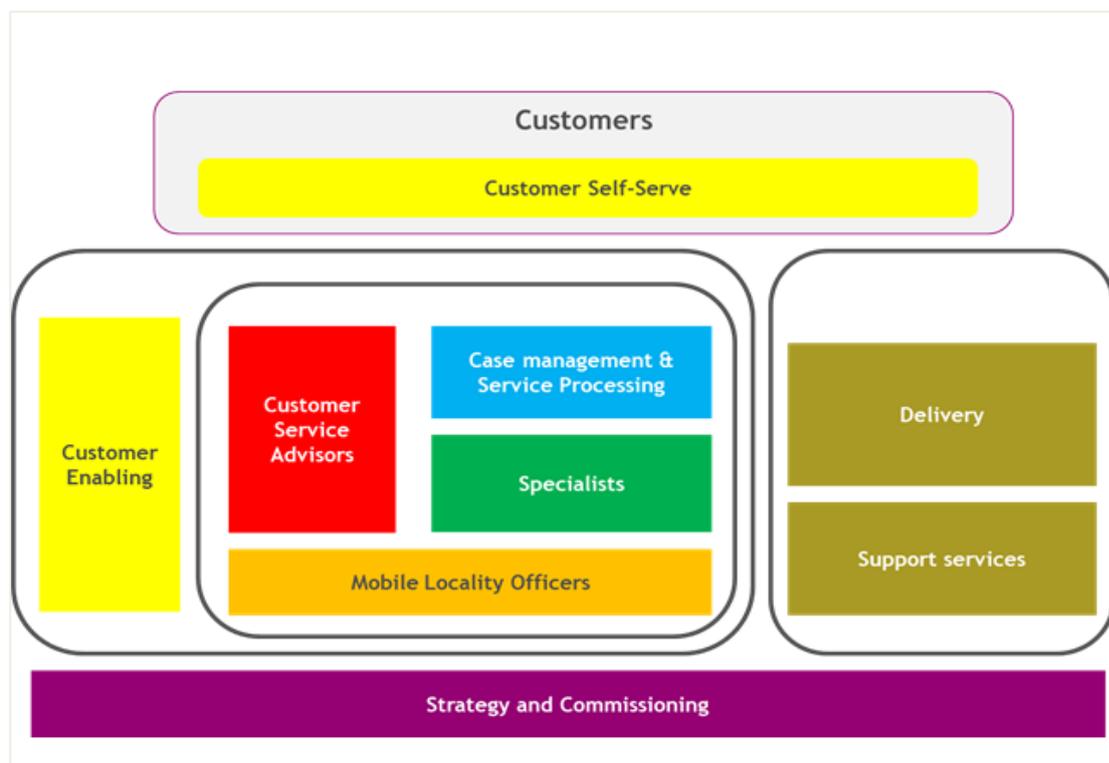


Figure 8: Conceptual Future Operating Model

This conceptual framework was established in the Proof of Concept phase and refined through Blueprinting to provide an agreed customer focused way of delivering services for the Council. As a reminder the key components are:

- Customers – different customer groups access services in different ways. Some groups can be encouraged to self-serve online or draw on support from customer service staff only, whereas others may need to access the support of specialist staff more quickly
- Strategy & Commissioning – translates community / customer intelligence and political will and ambition into strategic direction, and commissions what's required to deliver this
- Customer Enabling – helps the community and customers to help themselves so as to address aims and reduce demand for services
- Universal Customer Contact - all activity associated with customer contact, customer service, managing cases, resolving questions and issues (simple and complex), and scheduling input from others where required
- Delivery - delivery of core services e.g. waste collection, street cleaning, etc.
- Support Services - non-customer facing back office functions, much of which is transactional but some requiring organisational specific intelligence

Adapting the conceptual model to a WBC context provides a refined FOM summarised in the diagram below and explained in the subsequent detail:

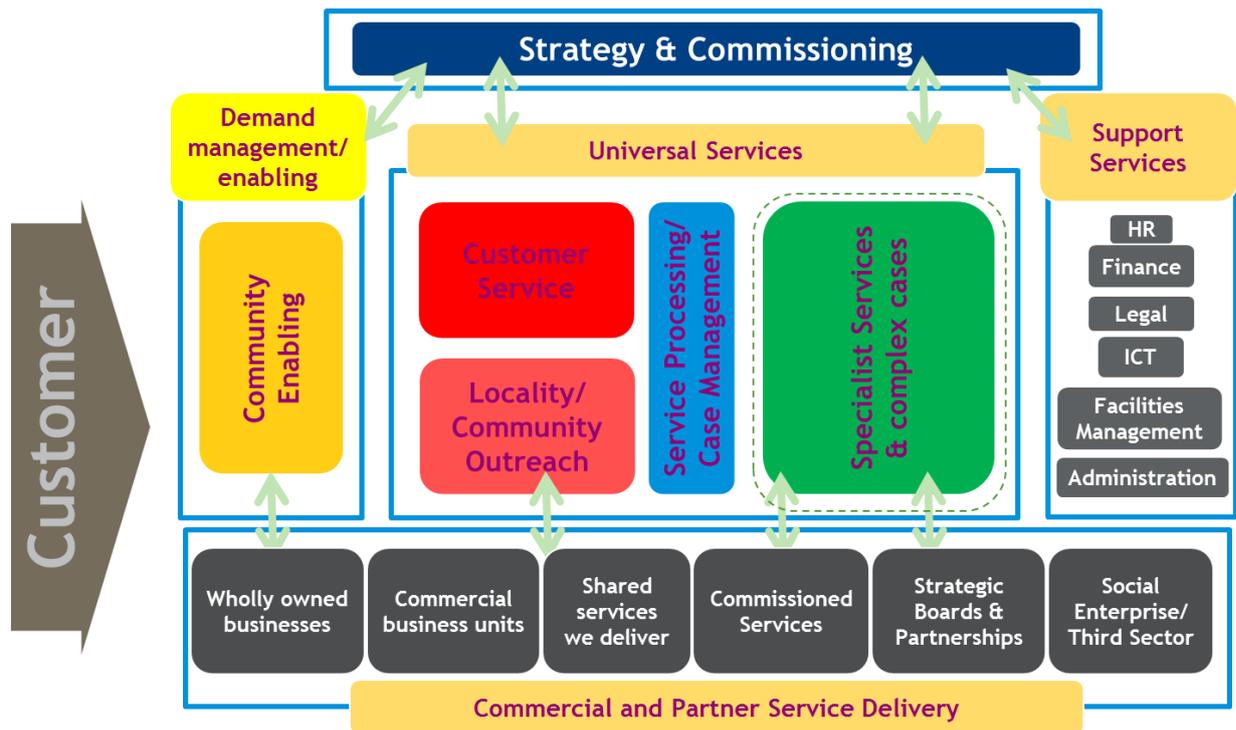


Figure 9: Wokingham Borough Council Future Operating Model

#### d. Key elements of the Wokingham Borough Council FOM

##### STRATEGY & COMMISSIONING

To be the 'single brain' of the organisation responding to political will and ambition, and ensuring this is turned in to evidence based strategy, and planned services, actions and projects, to ensure political ambitions are delivered effectively and efficiently "on the ground".

##### SERVICE DELIVERY

To deliver efficient, professional and commercial services to the Council's customers that are aligned to the Council's ambitions managing performance to meet the desired outcomes.

##### SUPPORT SERVICES

To provide business like and efficient support and advice to teams across the Council, in order to improve performance and support them in delivering the Council's ambitions.

## 4. Business Case

### a. Staffing cost reductions

On the basis of the revised activity analysis, this business case sets out the 'As Is' staffing and staffing costs compared to a 'To Be' or future state following implementation of FOM opportunities.

The current FTEs were mapped from the activity analysis spreadsheets and the finance reconciliation of establishment and actual FTEs. As a result of this proposed transition to the FOM, a reduction of £4.5 million (11%) of fully loaded salary cost per annum is achieved with a corresponding reduction in the number of FTEs of 120 – 150.

The savings identified are based on a number of drivers which have been applied to the existing services and their mapping of activities to the FOM areas. By structuring the activities of the Council into the Future Model activity areas, we can assess the likely benefit that can be achieved in each area from each driver. These drivers were:

- **Demand management (customer enabling);** reducing or shaping demand to reduce the level of service required from customers
- **Channel shift (self-serve);** enabling customers to do more for themselves and reducing council workload in the process
- **Remodelling (new structures and ways of working);** improving productivity and releasing capacity in the organisation through the reallocation of work, workforce optimisation and better workforce practices. This will be achieved by shifting work and knowledge closer to the customer and embedding rule based 'knowledge' into processes and scripts, developing agile working and customer centric attitudes and behaviours.
- **Efficiency (technology and process improvement);** stripping out waste and non-value added activity from journeys and processes

### b. WBC prioritisation and standards of service

A clear recommendation from the recent Corporate Peer Challenge was that we should develop a better shared understanding of our service priorities, what we must do well, less well and what we might stop doing. We have largely been able to avoid this in previous years' savings rounds. We cannot avoid it any longer. It is one of the strands of activity within the C21 Programme that has been reviewed at Joint Board.

The table below provides an initial categorisation, for debate and development and is included in this business case as a valuable context and overlay for the proposed breakdown of cost reductions in the following section. The categories relate to the suggested investment decisions. Officers recognise that our role is to get, wherever we can, outstanding impact and results from the services in which we invest.

The categories used are:

- **Good** (better than 'Good Enough': investment above the minimum to deliver impacts that support the best outcomes achievable, effectively prevent demand, and avoid cost later)

- **Good enough** (might be statutory minimums, enough to enable the function to operate to an acceptable minimum standard etc)
- **Reduce/Stop/Self-financing** (reduce or cease investment; cease to provide or require to become increasingly self-financing)

Where services are suggested for ‘Good’ investment, they fall into three categories: **Safety; Legacy** and **Efficiency** (invest to save)

<b>Good</b>	<b>Good enough</b>	<b>Reduce/Stop/Self-financing</b>
Adult Social Care & Targeted Prevention <b>Safety</b>	Public Health (Universal)	Leisure
Children’s Social Work and Early Help <b>Safety</b>	Development Management (householder and minor applications)	Countryside
Commissioning <b>Safety/Efficiency</b>	Waste Collection & Disposal	Libraries
Public Health (long-term, targeted investment in health improvement in vulnerable communities) <b>Safety/Efficiency/Legacy</b>	Special Education Needs & SEN Transport	School Improvement and other school support services
Strategic Planning & Development (SDLs, larger sites etc) <b>Legacy</b>	Education Welfare	Deputyship
Town Centre Regeneration <b>Legacy/Efficiency</b>	Early Years	Bus subsidies (some/all)
Income Collection: Council Tax, Business Rates <b>Efficiency</b>	Enforcement	School Crossing patrols
Customer Service (C21Council model) <b>Efficiency</b>	Youth Offending (with expenditure pegged to grant income)	
Highways – new roads, improvement schemes and safety <b>Legacy / Safety</b>	Admissions	
	Benefits	
	Employment Support	
	Highways Maintenance	

Figure 10: Summary draft prioritisation of Council services

### c. Priority areas for savings

The table below summarises the key areas for saving by activity area (not reflective of current organisational structures and teams) that have been identified as part of the business case analysis and discussed in Create and Validate workshops and in subsequent discussions with CLT:

Saving area	WBC AA FTE Total	%	As-is Cost	To-be FTE	To-be cost	Saving
i) New operating model for Support Services	173	16.8%	£ 6,428,592	142	£ 5,318,895	£ 1,109,697
ii) Technology enabled customer service & locality working	207	20.1%	£ 7,121,874	174	£ 6,085,216	£ 1,036,659
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iv) Technology enabled, centralised case management	97	9.4%	£ 3,110,217	76	£ 2,439,202	£ 671,015
v) Co-ordination of Strategy and Commissioning	132	12.8%	£ 6,420,310	127	£ 6,203,550	£ 216,760
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vii) Service delivery, facilities & asset management	71	6.9%	£ 2,896,177	71	£ 2,896,177	£ -
	1029	100.0%	£ 42,514,395	911	£ 38,010,827	£ 4,503,568

Figure 11: Summary of key saving areas for stretch position

Decisions taken to arrive at the proposed saving described in Figure 11 include:

- Applying the Ignite maturity model and potential saving analysis to the current activities undertaken at Wokingham Borough Council
- Savings associated with facilities & asset management are assumed to be delivered by the One Public Estate programme described in Figure 5
- Savings associated with the locality working are yet to be fully designed alongside the customer service design
- An initial saving of 5% has been applied to specialist work following more detailed follow up workshops with specialists from across the Council

The total saving identified is at the lower end of the savings that could be achieved by applying the Future Model to the Council. CLT want to work with Ignite to achieve the full potential of applying these new ways of working. The actual number of FTE reductions and the distribution of these reductions across the model will emerge through implementation and will be within the range 120-150 yielding a saving of £4.5M.

### **i) New Operating Model for Support Services £1.1M**

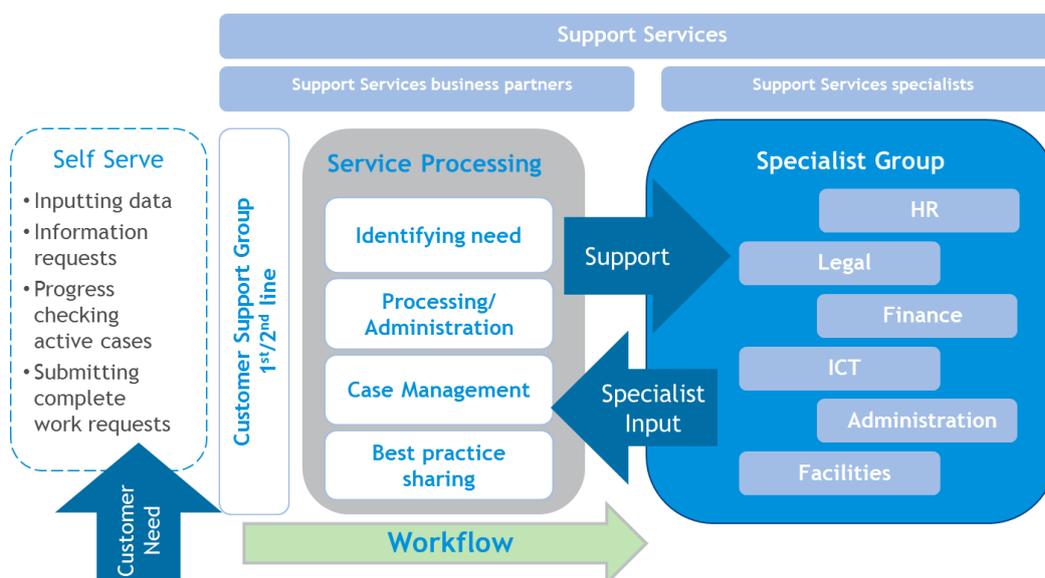


Figure 12: New Operating Model for Support Services

Figure 17 shows the proposed new Operating Model for Support Services, which reflects the Operating Model for wider service delivery that is proposed for the Council.

A number of fundamental changes will need to be implemented in order to successfully deliver this new operating model for Support Services and the associated savings:

- Elimination and simplification of policies and procedures across the range of Support Services provided in order to significantly reduce activity in this area where possible
- Capturing significant amounts of information currently held by specialists across Support Services into online portals and self-serve systems
- Expecting managers and staff to self-serve for a large number of simpler support service enquiries and activities that will be embedded into the Council's intranet and automated
- Embedding generalist business partners from Support Services into teams across the Council to better direct support activity for these customers

Figure 13 shows the level of activity expected across the various disciplines in Support Services from specialists (54.8 FTE) and the total amount of Business Partnering and Case Management (78.3 FTE) from these six key areas of Support Services:

ToBe Activity	FTE Total	%	Admin	HR	Finance	Legal	Facilities	IT
Business partnering	78.3	54%	35.7	3.4	21.9	4.4	2.0	11.0
Specialist (S&C, Corporate programme & complex)	54.8	38%	5.6	6.4	13.9	17.4	2.7	8.8
	133.1							

Figure 13: Expected split of activity across Support Services

Specific opportunities to reduce the cost of Support Services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Admin	HR self-serve e.g. sickness, electronic records management, document scanning	£107K
HR	Operational manager self-serve, recruitment, training, performance improvements	£105K
Finance	Budget setting, reporting and monitoring, electronic invoices, streamlined payments approach	£282K
Legal	Standardise contracts, document management, handing back planning enquiries	£101K
Facilities	Maintenance enquiries self-serve, capital projects specification, new property delivery model	£169K
IT	User self-serve, standardised applications management and desktop environment	£137K

Figure 14: Example opportunities for saving across Support Services

## **ii) Technology enabled, centralised Customer Services and locality £1.0M**

This significant saving is a core outcome of implementing the Future Model and many of the functional requirements that are specified for the integrated technology solution enable this saving. It is delivered by:

- Centralising a single customer service team for the vast majority of activity
- Providing access to a single integrated customer record
- Implementing better scripts to enable more activity to be “one and done”
- Better integrated advise, workflow and data to drive customer service efficiency and effectiveness in leaner processes

Those teams with notable customer service activity that may be able to be scripted and centralised are shown in the table below:

ToBe Activity	FTE Total	Access & inclusion	Assessment, intervention & support	AIS (change management)	Corporate parenting & LDD	F&R Administration	F&R Customer service ops	F&R Income & payments	CS-libraries, dev, engage	CS - other	Dev management & regulatory	Highways & transport	Adult social care & safeguarding	Housing	Integrated mental health
Customer service/ triage	71.9	1.9	1.8	1.5	5.6	10.3	10.5	2.0	22.2	2.4	2.4	3.3	3.4	2.8	1.9

Figure 15: Teams with Customer Service activity that could be centralised

Specific opportunities to reduce the cost of Customer Services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Admin	Extend “tell us once” to all areas of the council and self-serve blue badges	£74K
Customer service	Centralising customer contact, approach to FOI and complaints, improvements to booking and scheduling	£250K
Income & Payments	Self-serve payments, garden waste and council tax	£88K
Libraries	Further Self-serve in libraries and online payments and extensions etc	£50K

Figure 16: Example opportunities for saving across Customer Services

Furthermore from Figure 10 we can see that the Library service, whose staff are captured in the model as Customer Service staff is identified as a Service that could be considered to be more self-financing.

## **iii) Remodel leadership and management activity £0.9M**

Section 5.2 describes a proposed leadership and management structure to support the delivery of the new ways of working. This structure delivers leadership, management and supervision across the Council within the revised management budget of 65 FTE, through simplifying the organisational structure and embedding matrix management of functional and operational components across much of the Corporate Directorate and throughout the specialist community.

**iv) Technology enabled, centralised case management £0.7M**

As with the Customer Services area, this significant saving is a core outcome of implementing the Future Model and many of the functional requirements that are specified for the integrated technology solution enable this saving. It is delivered by:

- Centralising a case management layer for all activity
- Redesigning processes to deliver majority of cases in a rules based approach
- Implementing a standardised workflow system across all rules based processes
- More integrated advise, workflow and data to drive customer service efficiency and effectiveness in leaner processes
- Better utilisation of specialists to manage challenging cases and sign off case work
- Developing professionals with the skillset to deliver high volume throughput of case management activity
- More effective operational management to drive the performance of the case management team

Those teams with notable case management/rules based activity that may be able to be scripted and centralised are shown in the table below:

ToBe Activity	FTE Total	Access & inclusion	Corporate parenting & LDD	Standards in learning	Targeted learning	F&R Administration	F&R Assessments	F&R Customer service ops	F&R Income & payments	CS - other	Dev management & regulatory	Highways & transport	SDL delivery	Adult social care&safe guarding	Housing	Integrated mental health
Case Management	65.6	2.4	5.1	3.6	3.2	12.0	6.9	4.1	4.9	2.0	5.0	2.2	4.2	3.8	2.7	3.6

Figure 17: Teams with Case Management activity that could be centralised

**vi) Service redesign efficiency across 267 specialists £0.6M**

Components of the new ways of working that will contribute to driving savings across the ‘specialist’ population of Wokingham Council include:

- Separating out the operational (including utilisation) and functional (including professional governance) leadership and management activities
- Providing clearer more co-ordinated strategy, direction and priorities to better harness the efforts of the specialists in the Council
- Breaking down the current silos in specialist teams, forming communities of practice to encourage multi-disciplined teams to come together to address the priorities of the Council
- Redesigning processes to further reduce the burden on the specialist and focus on eliminating, simplifying, standardising and automating activity as described in section 6
- Joining up and clustering processes to enable significant efficiency to be realised

Several specific benefits from new technology will also be realised including:

- Simpler access to data needed to perform jobs
- More intuitive workflows and systems
- Better integrated technology providing a ‘joined up’ experience
- Better access to systems including through mobile devices where appropriate
- Using the right systems for the right job
- Removing duplication between teams and with delivery partners

- Enabling the right governance and checking environment and ‘right sizing’ compliance type activities

Those teams with the highest concentrations of specialists in them are shown in the table below with an estimate of the number of specialist FTEs associated with the team’s activities in the new model:

ToBe Activity	FTE Total	Access & inclusion	Assessment, intervention & support	Commissioning & market dev	Standards in learning	Targeted learning	F&R Assessments	CS - other	Dev management & regulatory	Dev policy & planning	Highways & transport	SDL delivery	Adult social care & safe guarding	Housing	Integrated mental health
Startegy	28.4	0.1	0.8	5.4	0.5	0.2	1.5	8.5	0.2	6.4	3.4		0.8	0.5	
Targeted/ complex case work	93.4	11.4	8.2	6.4	2.4	8.1	10.5	1.2	15.8		0.4	1.1	13.5	4.2	10.4
Specialist	92.0	3.7	3.9	3.4	10.7	1.9	2.1	3.3	8.2	3.6	10.6	16.2	5.2	16.6	2.7
		15.2	12.9	15.2	13.6	10.2	14.1	13.1	24.2	10.0	14.4	17.3	19.5	21.3	13.0

Figure 18: Teams with the highest concentration of specialist activity

Specific opportunities to reduce the cost of specialist services in a selection of these teams (identified by specialists within these teams) are highlighted in the table below.

Team	Example opportunities	Estimated saving
Adult social care	Improve handover with Optalis, mobile tech for face-to-face assessments, demand management	£178K (11%)
Integrated mental health	Access autism spectrum disorder support to help firm up criteria to access team, joint IT systems with NHS, Mobile IT kit for social care staff	£133K (11%)
Targeted Learning	Only complete 1 assessment, video conferencing, better access to systems, multi-agency hubs	£186K (22%)
Dev mgmt. & Regulatory	Self-serve for household applications, improve site visit process, enable members to answer questions for themselves through access to data	£158K (8%)
SDL delivery	Self-serve planning applications and more delegation for officers in approving application	£73K (5%)

Figure 19: Example opportunities for saving across specialist activity

Furthermore the following three areas of high concentration of specialist activity appear in Figure 10 as areas of service where the Council might remodel its delivery approach to deliver a ‘good enough’ service to allow focus on higher priority services:

- Development Management
- Highway maintenance
- Benefits

## d. Implementation Investment

### Technology Investment

The primary investment required to implement the FOM is in the integrated, customer focused technology solution that will underpin and enable new ways of working. The core functional components of the new information and technology solution are shown in the diagram below.

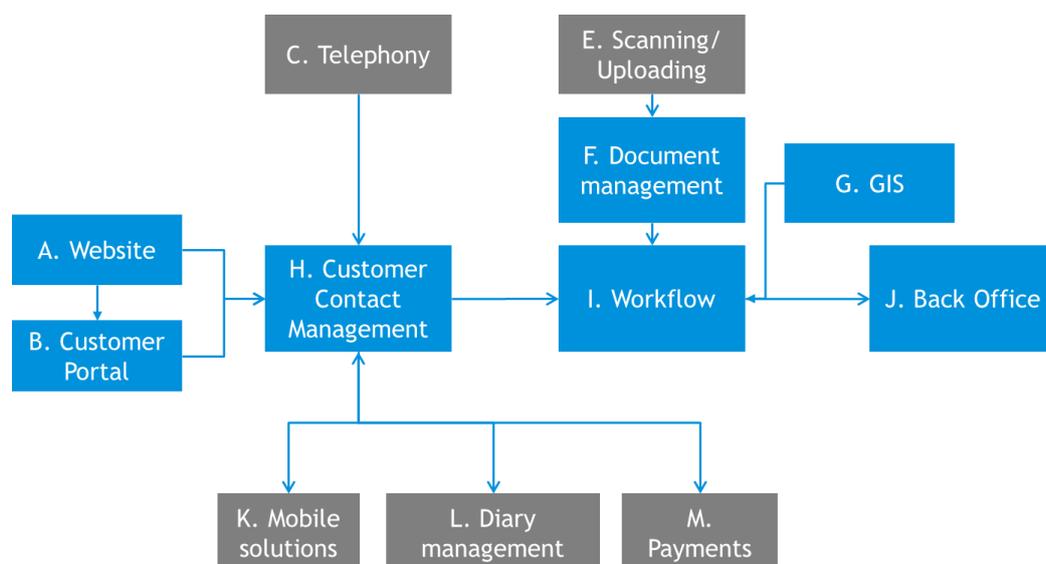


Figure 20: Technology functional diagram

The table below shows the estimate of external IT costs to upgrade, replace and/or integrate each of these components to achieve the functionality that the Council will require to move to the new operating model:

Future Model Component	Infrastructure Costs	Core system costs	Supplier Costs	Total External costs
A. Website	£10,000	£0	£0	£10,000
B. Customer Portal	£0	£0	£0	£0
C. Telephony	£50,000	£70,000	£75,000	£195,000
E. Scanning	£25,000	£0	£60,000	£85,000
F. Document Management	£50,000	£160,000	£340,000	£550,000
G. Geographical Information System	£25,000	£50,000	£58,000	£133,000
H. Customer Contact Management	£30,000	£66,440	£0	£96,440
I. Workflow	N/A	N/A	N/A	£0
J. Back Office	£106,000	£318,000	£304,000	£728,000
K. Mobile Solutions	£102,500	£33,000	£90,000	£225,500
L. Diary Management	£0	£70,000	£100,000	£170,000
M. Payments	£0	£30,000	£80,000	£110,000
<b>Totals:</b>	<b>£398,500</b>	<b>£797,440</b>	<b>£1,107,000</b>	
			<b>External Total</b>	<b>£2,302,940</b>

Figure 21: External IT costs

## Implementation delivery

Significant resource for implementation is built into the above £2.3M of external technology investment costs from the IT suppliers. On top of this resource there is clearly a need for a range of other internal and external expertise to support the successful implementation of this new operating model and technology solution. An initial assessment is described in the table below.

Title	Investment	Description
<b>Wokingham Council resource</b>	£1.52M (net)	<ul style="list-style-type: none"> <li>• Business and technology analysts to map processes and develop scripts</li> <li>• Functional experts from across the Council to specify services policy and ensure that these policies are embedded in the new ways of working</li> <li>• Technology team to support the transition to and integration of the new systems</li> <li>• <i>N.B. this net investment assumes significant capacity is freed up from the current IMT team in order to support the delivery of this transformation programme</i></li> </ul>
<b>Change and Technology Implementation expertise</b>	£0.85M	<ul style="list-style-type: none"> <li>• Design oversight to ensure that the aspirations and principles of the Blueprint are achieved</li> <li>• Change management expertise to bring best practice approach to implementing such a complex multi-faceted change programme</li> <li>• Expertise to train, develop and support the wider team in technology implementation</li> <li>• Leadership of the process design, build and test sprint cycles</li> <li>• Business analysis expertise and experience working with other Councils to implement similar transitions</li> </ul>
<b>Functional support</b>	£0.15M	<ul style="list-style-type: none"> <li>• Recruitment support to perform internal and external selection</li> </ul>
<b>Training</b>	£0.40M	<ul style="list-style-type: none"> <li>• Training and development to transition to new ways of working and to support the adoption of new technology</li> </ul>
<b>Transition</b>	£1.00M	<ul style="list-style-type: none"> <li>• Transitional arrangements to fill key resource gaps that may appear during the implementation and to support the dual running within phases between the old and new ways of working</li> </ul>
<b>Total</b>	<b>£3.92M</b>	

Figure 22: Implementation costs

## Other costs

We have further modelled the following costs and included their implications in the following section on benefit realisation:

- Staff transition costs – all costs associated with transitioning from the current position of 1029 FTE to the future position including the cost of redundancies

## **e. Benefit Realisation**

A full financial summary of the recommendations has been undertaken in collaboration with the Wokingham Borough Council Finance team in Appendix 1. Whilst it is acknowledged that the figures in the appraisal are best estimates, experience of previous change processes and software implementation means the figures are expected to be very close to the final position.

A significant variable in the business case is the redundancy costs. For every 1% variance from this estimate there will be approximately £25,000 variance in revenue cost. The actual cost will depend upon the number of redundancies necessary and the specific entitlements of individuals. This cost is being actively mitigated by close monitoring of vacancies and the use of agency staff where possible.

The graph below shows the annual position of Cumulative saving from the programme over its first six years:

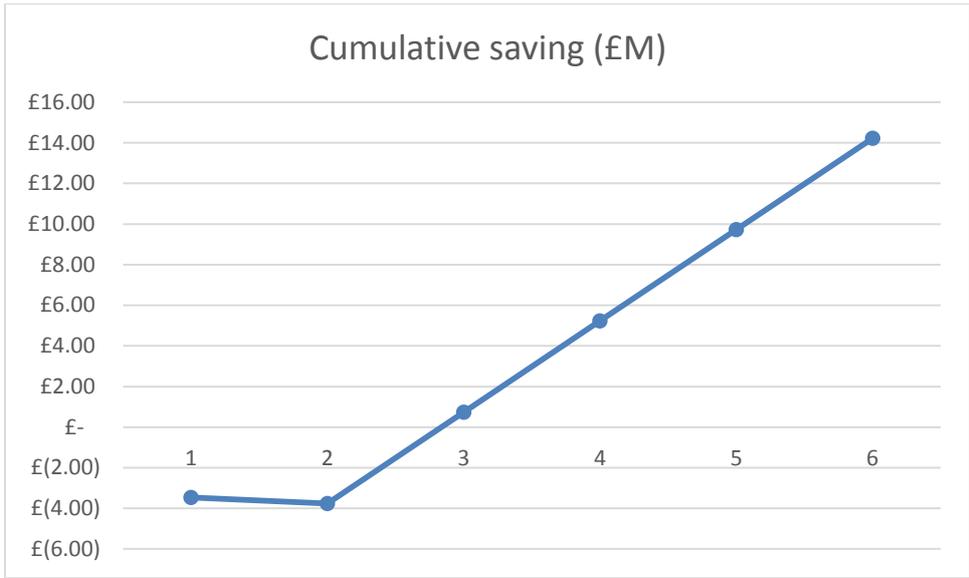


Figure 23: Cumulative saving against the technology and implementation investment costs

## 5. Organisational Framework

### a. Populating the FOM

The indicative FTE requirement for each of the FOM areas is based on the combined requirements of all services and functions. These numbers come directly from the Activity Analysis undertaken by service teams and provide an initial distribution. These are mapped indicatively across the FOM below:

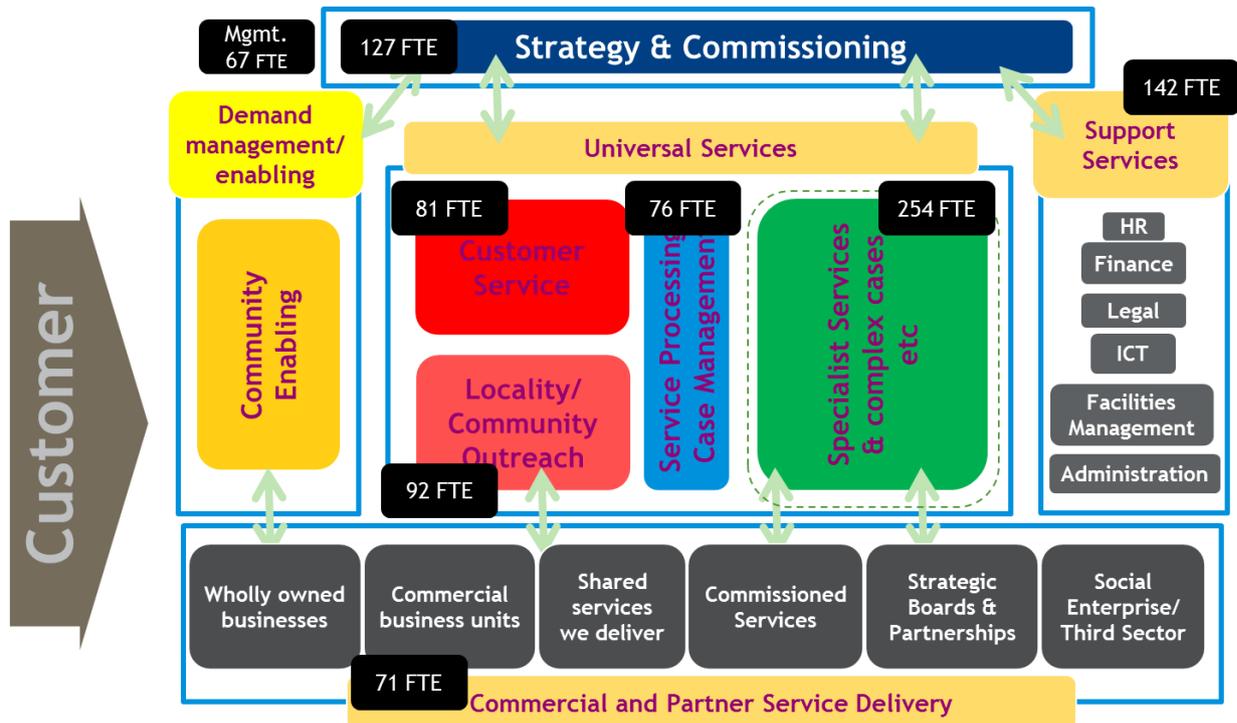


Figure 24: FOM with estimated FTE of activity

The FOM populated with FTEs now provides the baseline for the development of the organisational model or design. As stated earlier the organisational model provides an internal framework for how the council organises itself to deliver the operating model. There are a number of design considerations, including design principles, how management and supervision is incorporated (i.e. how we embed functional and operational responsibility and accountability), and how we enable further locality based work.

### b. Organisational Design

As described above, the organisational model is the practical implementation of the operating model to meet the needs of customers and adhere to the design principles. In conjunction with the business case, the assumptions made against each of the considerations above create the rationale for each element of the design including sizing and work type, as well as giving initial indications of spans of control and management.

The requirement for senior management roles can be derived from the overall organisational design and will need to be further developed in detailed design.

The activity analysis by service areas identified the number of FTEs doing management type work. (Note - this does not equate to roles as many roles have multiple responsibilities). At this stage of the design the 67 FTE management roles identified within the FOM have been distributed across the key areas of the model. These will need to be further refined in detailed design.

Working with senior leaders from across the Council the Operating model has been translated into a high level design. The diagram below shows the preferred option for leadership roles (shown in red), and the key activities in each of the teams are then described:

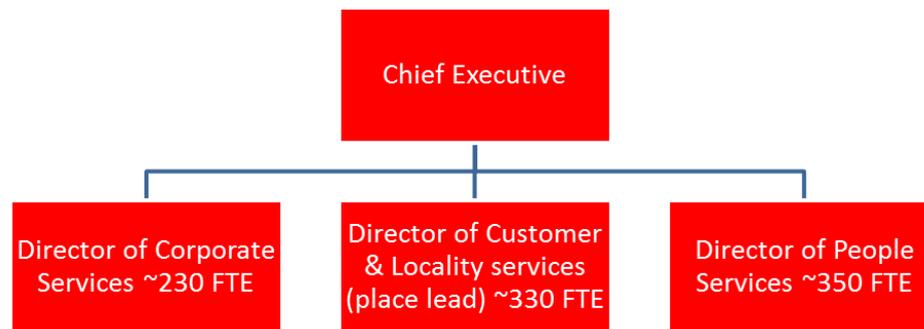


Figure 25: Proposed leadership structure

#### Key components of the proposed management structure

Management Role(s)	Description
<b>Chief Executive</b>	Role remains as Head of Paid service, providing leadership and coordination across the Council and all of its functions and accountabilities, as well as external relationship role
<b>Director</b>	The three Directors lead on Corporate services (strategy and support), Service Delivery and Functional leadership (including regulatory compliance and statutory accountabilities). These Directors and the Chief Executive make up the Senior Leadership of the Council.
<b>Head of</b>	Combined Operational and functional management of a delivery area of the Council with specific expertise in managing performance to budget
<b>Manager</b>	Operational management roles where the functional leadership has been explicitly removed under a lead specialist
<b>Lead (specialist)</b>	These roles primarily provide functional/technical leadership for the Council in particular areas
<b>Team leader</b>	A supervisor role, managing teams of 8-12 officers

## Corporate Services

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### Corporate Services - Strategy

To be the 'single brain' of the organisation responding to political will and ambition, and ensuring this is turned in to evidence based strategy, and planned services, actions and projects, to ensure political ambitions are delivered effectively and efficiently "on the ground".

**Strategic & Business Planning:** To set the corporate strategy and priorities, ensuring these are based on evidence (what the Borough needs and what residents want). Ensuring services, programmes, projects and employees are working towards a common set of outcomes as specified in the Corporate Plan.

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**Commissioning:** Design & Commission how outcomes defined in Strategic & Business planning get delivered. This will include identifying resources, partnerships and funding, managing large scale procurements and then ongoing strategic contract and performance management. This role might also include representing the Council's interest on third party bodies, wholly or partially owned entities and with strategic partnerships.

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**Communications, Engagement & Marketing:** To keep internal and external customers informed about Council priorities, services and campaigns, lead the engagement of our customers, provide a corporate marketing function to the council including customer data and trends and promotion of commercial and income generating services, and place based marketing to support inward investment and economic ambitions.

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**Governance & Improvement Services:** To provide member support and working to ensure that the Council's governance and democratic processes are efficient, work effectively and support the ambitions of the Council. Set the Constitution and governance of the Council, ensuring that the Council is efficient, transparent and accountable to local people.

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### Corporate Services - Support Services.

To provide business like and efficient support and advice to teams across the Council, in order to support them in delivering the Council's ambitions.

**Business partnering and Case Management:** To act as the first point of contact to internal customers providing a business partnering service across the entire scope of Support Services, managing and resolving the vast majority of cases.

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**Lead Specialists:** To input to Corporate Strategy, specifying the Council's policies and accountable for ensuring professional service delivery in their area of expertise across all parts of the organisation. Resolve complex cases and deliver relevant Council programmes.

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## Customer & Locality services (Place lead)

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### Customer & Locality services:

To deliver efficient, professional and commercial services to the Council's customers that are aligned to the Council's ambitions, managing performance to meet the desired outcomes.

**Customer Service:** To resolve a significant proportion of customer queries at the first point of contact, providing accurate advice and guidance; and to proactively seek to provide additional services to customers where appropriate, in support of the council's ambitions.

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**Case Management:** To ensure the Council provides integrated services to customers focussed on their needs by acting as a single point of contact to the customer throughout the complete customer journey, and by managing and resolving the vast majority of cases.

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**Specialist place services:** To input in to the design and specification of the Corporate Strategy and associated policies and plans. To ensure professional service delivery in their area of expertise across all parts of the organisation. To resolve complex cases and deliver relevant Council programmes.

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## People Services

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**People services:**

To deliver efficient, professional and commercial services to the Council's customers that are aligned to the Council's ambitions, managing performance to meet the desired outcomes.

**Specialist People services:** To input in to the design and specification of the Corporate Strategy and associated policies and plans. To ensure professional service delivery in their area of expertise across all parts of the organisation. To resolve complex cases and deliver relevant Council programmes.

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## 6. Implementation Plan

### a. Proposed structure of the implementation plan

Key considerations from the Future Operating Model, organisational design and technology specification have been used to build the implementation plan. These considerations drive the proposed high level phasing of implementation as shown in the summary plan below:

	2016					2017												2018				
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	
<b>0a) Programme set up</b>																						
<b>0b) Technology 'no-brainers'</b>																						
<b>1A) Strategy and Commissioning</b>																						
<b>1B) Support Services</b>																						
<b>1C) Customer portal and locality delivery</b>																						
<b>2A) Environment</b>																						
<b>2B) Health &amp; Wellbeing</b>																						
<b>2C) Children's Services</b>																						
<b>3) IT build and Data Implementation</b>																						

Figure 26: High Level Implementation Plan

The implementation plan has been designed to run major phases in parallel. This approach is intended to drive standardisation across components within the phases with a common set of deliverables. Phasing in this way will also ensure a smooth transition to ways of working in customer service, case management and locality working.

Phases 1A, 1B and 1C will focus on preparing the council for the wider transformation, followed by phases 2A, 2B and 2C, which focus on transforming end-end customer-facing services.

The ordering of the phases in this way provides a number of benefits:

- Reduces reputational risks by transforming services that interact with the internal customer first, learning lessons for these phases before moving onto areas of the council that impact directly on the customer
- Early appointment of senior management roles will provide a team that can drive the change throughout the organisation and act as change champions for the programme
- Transformed Strategy and Support Service functions will be better equipped to support the remainder of the organisation as it moves through its own transformation
- Delivers key technology components and allows concepts to be thoroughly proven before they are deployed across the wider organisation
- Builds the structures around customer interaction that will support the later phases of the programme in delivering the on-the-ground presence and customer enabling functions required to drive efficiencies and channel shift

## b. Risk Management approach

In creating the implementation plan for this significant change programme, risks have been considered at both the programme and service level. Priority programme risks with associated mitigation actions and owners are summarised in the table below:

<b>Risk</b>	<b>Mitigation(s)</b>	<b>Owner</b>
<b>Loss of key people and organisational knowledge</b>	Talent management plan that identifies key people and knowledge and puts measures in place to retain these key people	Graham Ebers
<b>The total predicted annual savings will not be realised</b>	The programme sponsor is accountable for delivering the efficiencies across the entire council Newly appointed directors of corporate, customer & locality and people will own the benefits predicted in their area The programme director and design authority will escalate issues wrt benefit realisation as they arise with recommended approaches to Benefits will be reported and monitored on a monthly basis throughout the programme by the programme board	Andy Couldrick
<b>Reduced performance in key services</b>	Department risk registers to identify and manage specific service transition risk are being developed These risks will be discussed and iterated with Members and will drive key considerations in the implementation plan	Judith Ramsden, Stuart Rowbotham, Graham Ebers, Heather Thwaites
<b>The organisation will have less capacity to deliver post implementation</b>	New approach to delivery supported by technology, simplified processes and more self-service enables the Council to deliver 'more for less' Introduction of more generalist customer service, local delivery and case management teams gives a more flexible capacity to deliver current priorities We expect to be more clear on what the priorities of the Council are and to ensure that we are measure and manage performance focussed on these priorities	Andy Couldrick
<b>Programme costs will exceed the current forecasts</b>	Programme costs vs forecasts will be monitored by the programme board on a monthly basis Where appropriate fixed price delivery contracts will be negotiated with suppliers	Heather Thwaites
<b>Slippage / delay in implementation of IT infrastructure</b>	The implementation plan will be carefully monitored with sufficient testing undertaken before live operations.	Heather Thwaites, Graham Ebers

Each of the nine work-packages shown in the implementation plan in Figure 26 will monitor and report work-package specific risks at monthly programme management meetings and where appropriate these will be escalated to the programme board.

## Appendix 1 – Financial appraisal

See financial appraisal separate document attached.

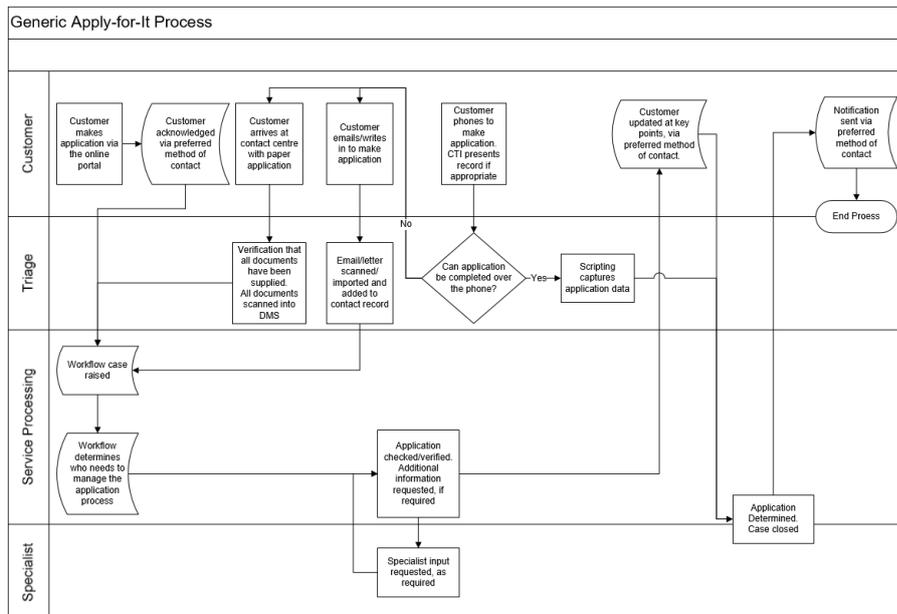
## Appendix 2 – Generic Future Model Processes

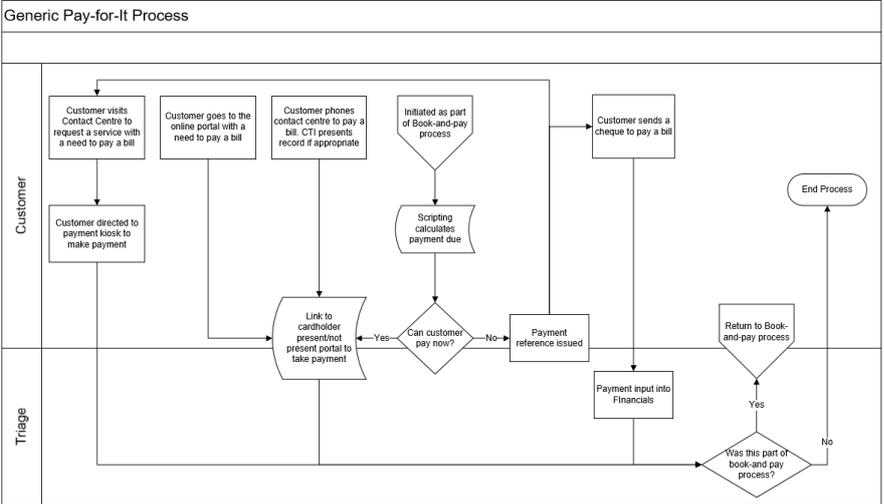
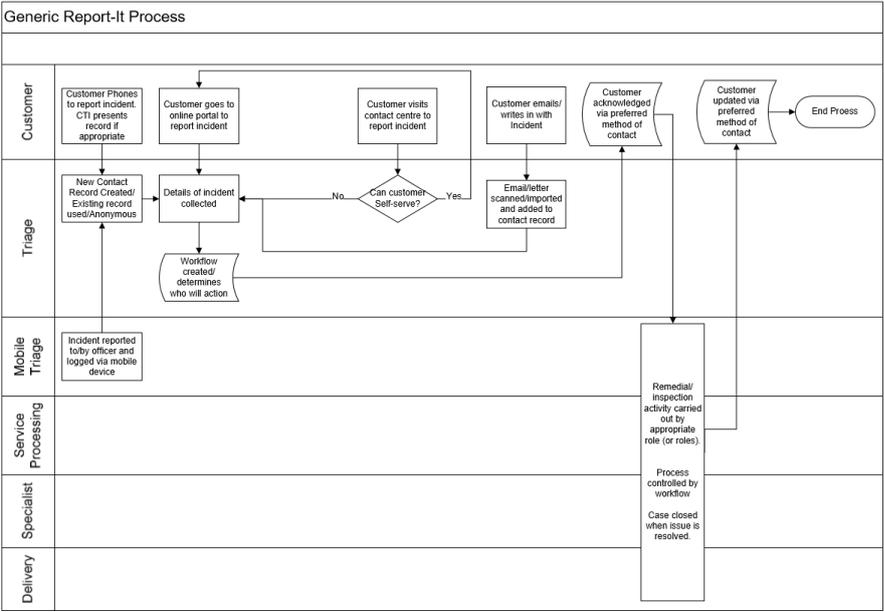
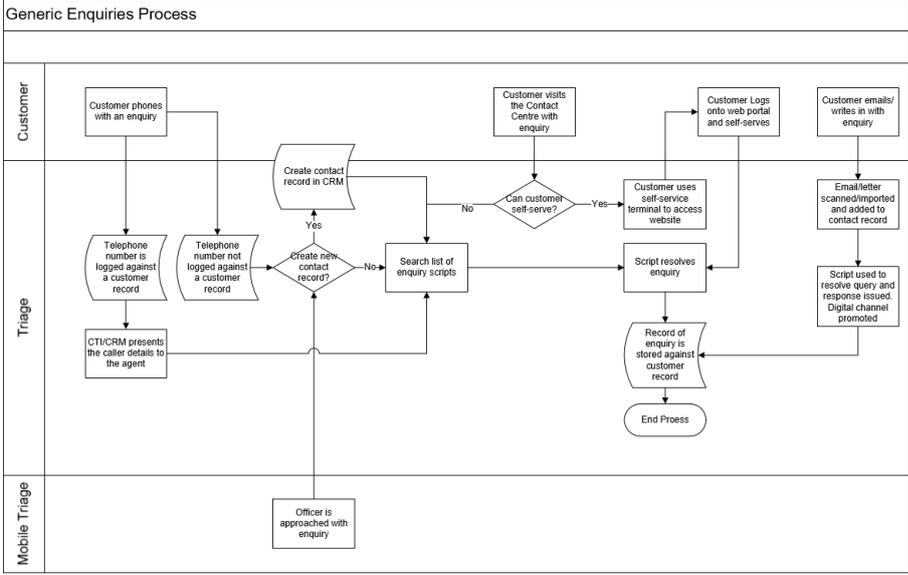
As part of the Blueprint process a number of generic, technology agnostic future processes have been articulated. The purpose of these processes is to demonstrate how key sets of activities that appear in multiple customer journeys at present can be simplified, standardised, and where appropriate automated. Furthermore these sets of activities are fully integrated into wider workflow and customer contact management systems.

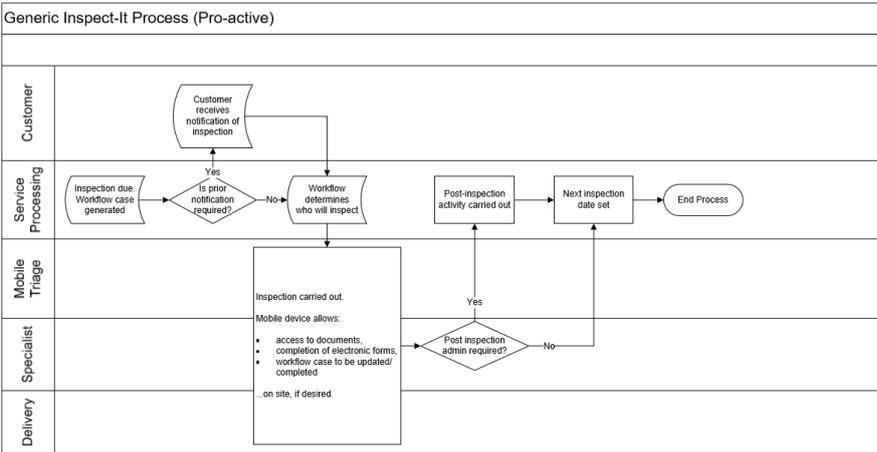
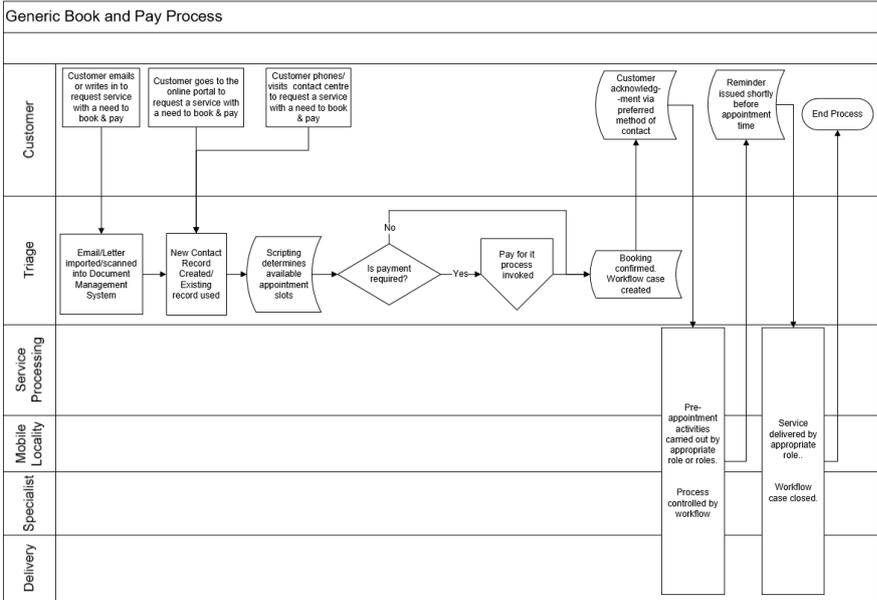
The processes selected cover a range of customer driven processes such as:

- Apply for it
- Enquiries
- Report it
- Pay for it
- Book and pay

as well as a standardised “Inspect it” process covering all council inspection activities.







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