

## **21<sup>st</sup> Century Council (21CC) – Key Lines of Enquiry**

**27 March 2018**

### **Introduction**

In order to assist the Committee in their discussions we have created some indications on the lines of questioning we wish to pursue. These are not exclusive and we reserve the right to look at any other areas which emerge during the discussion.

### **Line of Enquiry 1 – 21CC Business Case**

The 21CC Business Case was approved by the Executive in September 2016. Please indicate which elements of the Business Case have been delivered on time and on budget and which elements have not.

### **Line of Enquiry 2 - Finances**

A key deliverable of 21CC is financial savings as set out in the Business Case. Please give details of the savings achieved to date and the timeline for achieving the remaining savings outlined in the Business Case. As the programme appears to be overrunning please give details of any additional costs for example consultancy and HR support.

### **Line of Enquiry 3 – IT**

IT investment is a critical component of the 21CC programme. Please update the Committee on the implementation of the IT elements of the project, highlighting any delays, cost overruns or other departures from the September 2016 Business Case.

### **Line of Enquiry 4 – People's Services**

The People's Services elements of 21CC are currently paused while a stocktake is undertaken by the Interim Director. Please explain the reasons for the stocktake and the projected timeline for delivering the People's Services elements of the programme. As Wokingham BC is the first unitary Council to adopt the Ignite 21CC operating model, please explain how the specific challenges for People's Services (demand-led, high complexity, high sensitivity, high risk) are incorporated into the model.

### **Line of Enquiry 5 – Councillor Interactions**

At the July 2017 meeting the Committee emphasised the importance of using 21CC to improve the interaction between Members, Officers and residents. Please give details of progress on this issue and the training and support being provided for Members to develop the role of 21<sup>st</sup> Century Councillor.

Please explain progress on the Localities element of the 21CC programme and how this will support improved communication and interactions.

#### **Line of Enquiry 6 – Customer Contact**

A key aim of 21CC is greater customer self-service supported by improved IT and streamlined processes. Please update the Committee on the development of safeguards to ensure that customers/residents who are not able or willing to self-serve are able to contact the Council and receive the same high levels of service.

#### **Line of Enquiry 7 – Risk Mitigation**

The 21CC Business Case set out the following key risks:

- Loss of key people and organisational knowledge.
- Total predicted annual savings will not be realised.
- Reduced performance in key services.
- The organisation will have less capacity to deliver post implementation.
- Programme costs will exceed the current forecast costs.
- Slippage/delay in implementation of IT infrastructure.

Please give details of the current status of each of the risks and the mitigation measures implemented to date.

#### **Line of Enquiry 8 – Staff Morale**

Staff morale under 21CC was discussed at length at the Overview and Scrutiny Committee meeting in July 2017. Please provide details of the current state of morale and any issues which have impacted on morale over the past six months. What mechanisms are being used to provide evidence of staff morale? The Council appears to be employing a large number of interim/agency staff. What is the impact of this on staff morale, business continuity, risk management and the delivery of savings?