

# *Designing Better Services*

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# *Designing Better Services*

## **1. Executive Summary**

### **1.1 Introduction**

This document defines the implementation phase of Designing Better Services (DBS). It is the primary management control document setting the programme objectives and how they will be achieved. It comprises:-

- The **business case** giving benefits and costs
- The **blueprint** describing how the Council is changing
- The **summary of projects** detailing the breakdown of the 4 projects that will deliver change
- The **implementation plan** detailing how the programme is broken down into manageable tranches, the sequence of change, and how the projects work together
- **Governance arrangements** and **risk management**

### **1.2 Designing Better Services Vision**

The DBS vision is for the Moray Council to be recognised as an exemplary customer-focused authority, delivering services more effectively and efficiently.

The blueprint (detailed at section 4) expands the vision.

- The Council will have one customer services function handling customer services on behalf of all services
- A corporate approach to property services
- A corporate approach to procurement
- A corporate approach to transport, vehicles and plant
- Co-ordinated back office services supporting service delivery

The Council will also adopt new ways of working:-

- Standardised easy-to-use processes for common activities
- Self-service capability
- Mobile / flexible working
- Mobile deployment of field staff
- Corporate document and information management
- Corporate workflow arrangements managing 'end to end' processes
- Corporate assessment and provision of transport and vehicle needs
- Introduction of a fleet of pool cars

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The Council's office property portfolio will be radically changed to save money; and support the new ways of working. Refurbishment of the former supermarket and reconfiguration of the HQ building will provide the new HQ Campus. The Council will dispose of 20 surplus offices around Elgin.

### **1.3 Business Case Summary**

A summary of the costs and benefits is provided below.

- 5 year savings total of £26M
  - £4.3M pa recurring from 2014 onwards
- 5 year costs total £11M
- 5 year net savings of £15M

<b>Programme cost / savings profile</b> £000s	Current year October 2009- April 2010	Year 1 2010/2011	Year 2 2011/12	Year 3 2012/13	Year 4 2013/14	Year 5 2014/15
<b>Revenue</b>						
<b>Costs</b>						
Total	340	1,600	2,340	2,240	2,290	2,170
<b>Savings</b>						
Total	(5)	(2,320)	(4,570)	(6,220)	(6,380)	(6,430)
Annual cost / (savings)	336	(720)	(2,230)	(3,980)	(4,090)	(4,260)
<b>Capital</b>						
Capital expenditure	5,150	3,510	350	270	50	80
Capital Receipts	0	0	(380)	(570)	(700)	(730)
Net capital expenditure / (income)	5,150	3,510	(30)	(300)	(650)	(650)

### **1.4 Summary of Projects**

The programme comprises of 4 projects developed from the 6 design phase themes:

- Core Project
- Procurement Project
- Property Project
- Vehicle Utilisation Project

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## **1.5 Implementation**

The programme is ambitious and complex with several key dependencies. This level of complexity and uncertainty requires careful management. The programme will use standard programme and project methodology developed during the design phase.

The programme will be broken down into 'tranches' and will adopt a 'product led' approach with clearly defined deliverables at key milestones. Projects will be aligned to each other and to programme objectives. Dependencies will be identified and managed. Each tranche will result in transformation of a service.

The programme is underway and has an estimated completion date of March 2012. This initial estimated timescale will be reviewed as lessons are learned from the implementation of the initial tranches.

## **1.6 Governance**

Delivering the programme benefits is the priority of the governance layers which are summarised below:

- P&R Committee
- Moray Performs Board
- DBS Programme Board
- Project Boards

## **1.7 Risks**

There are no major external risks to the programme. The risks are internal and revolve around the Council's will and ability to change and the estimates of time and resources required to complete the implementation plan. The main risks are:

- Delivery of efficiency savings – benefit realisation
- Leadership - throughout the council
- Programme and project management – definitions and controls
- Prioritisation of council activities – over burden council staff
- Overstretched specialist staff – HR and ICT staff
- Correctly skilled people to lead and manage the change – service officers
- Acceptability to staff and unions
- Accuracy of estimates of timescales and resources required

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## **Glossary**

CRM	Customer Relationship Management
DBS	Designing Better Services
FTE	Full Time Equivalent
ICT	Information and Communications Technology
RADIC	Risks, Assumptions, Dependencies, Issues and Change
SRO	Senior Responsible Owner
P&R	Policy and Resources Committee
PC	Personal Computer
FM	Facilities Management
SIP	Service Improvement Plan

# Designing Better Services

## 2. Background

### 2.1 Background

Designing Better Services is a cross-Council programme to identify service improvements and efficiencies by implementing simplified, standardised and shared services. It is split into 3 phases.

#### 2.1.1 Phase 1 – Review and Analysis

Phase 1, February to December 2008, was a review and analysis of all activity to identify areas with potential for redesign. The target was £3m annual revenue savings, without impacting on front line services. Phase 1 identified a programme to target annual savings of £4.4 million based on more efficient interaction with customers, reduced property costs from flexible working, improved procurement, standardising support services and improving the application of ICT systems.

#### 2.1.2 Phase 2 – Design

Phase 2, January 2009 to February 2010, has been managed as 6 themed work streams. The recommendations have been approved by (or will be submitted to) Policy & Resources Committee as below:-

THEME	P&R Approval
Procurement	17 September 2009
Customer Services	15 December 2009
Workforce Deployment	15 December 2009
Transport, Vehicles & Plant	02 March 2010
Property	02 March 2010
Operational Support	02 March 2010

The design phase has had a substantial input from managers and staff across the Council. Each themed work stream produced a service redesign and business case.

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## **2.1.3 Phase 3 – Implementation**

The output of the 6 themed work streams have been brought together to form phase 3 (implementation) of the programme (as defined in this document).

This includes:-

- The business case (section 3)
- The blueprint (section 4)
- The projects (section 5)
- The implementation plan (section 6)
- Governance and risk management (section 7)

It is recognised that many of the changes will present a solid platform for continuous improvement after completion of the programme.

# Designing Better Services

## 3. The Business Case

### 3.1 Financial Summary

The table below detail programme costs and benefits. The Programme costs and cash benefits have been expressed in revenue equivalents (i.e. the impact of capital expenditure or receipts on borrowing) as that is how the cost of these items will impact on the level of Council Tax. The profile against time is based on best information available at the moment and is expected to vary as more detailed plans for implementing the Programme are developed.

### 3.2 Financial Details

#### 3.2.1 Detailed Costs

Programme cost / savings profile £000s	Current year October 2009- April 2010	Year 1 2010/2011	Year 2 2011/12	Year 3 2012/13	Year 4 2013/14	Year 5 2014/15
<b>Revenue</b>						
<b>Costs</b>						
Staff	110	970	1,350	1,270	1,270	1,270
Premises						40
Supplies & Services	60	120	280	200	210	210
Transport						
Third party payments						
Loans payments	170	510	710	770	810	650
<b>Total</b>	340	1,600	2,340	2,240	2,290	2,170

The staff costs shown above are the costs of the new staffing structures proposed by the Programme. They are met by savings from staff in departments. Staff costs also include the cost of training staff for new duties. The supplies and services line reflects the costs of software licenses and other ICT revenue costs for new ICT systems to support the Programme.

Loans payments arise from the investment in the purchase and conversion of the former Aldi building, upgrading HQ and the purchase of new ICT hardware and systems. There will also be either the capital cost of the purchase of pool cars or the cost of hiring these vehicles. Until an options appraisal is carried out, the expected net savings accruing from all transport projects are included under savings. The above costs do not therefore fully reflect the investment needed to implement the Programme.

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### **3.2.2 Detailed Cash Benefits**

<b>Programme savings profile</b> £000s	Current year October 2009- April 2010	Year 1 April 2010 - March 2011	Year 2 2011/12	Year 3 2012/13	Year 4 2013/14	Year 5 2014/15
<b>Savings</b>						
Staff	(5)	(1,010)	(2,500)	(3,780)	(3,900)	(3,900)
Premises		(480)	(710)	(740)	(740)	(740)
Supplies & Services		(160)	(440)	(640)	(640)	(640)
Transport	0	(400)	(460)	(460)	(460)	(460)
Third party payments	0	(270)	(440)	(540)	(540)	(540)
Income						
Reduction in loans payments	0	0	(20)	(60)	(100)	(150)
<b>Total</b>	<b>(5)</b>	<b>(2,320)</b>	<b>(4,570)</b>	<b>(6,220)</b>	<b>(6,380)</b>	<b>(6,430)</b>

‘Staff’ appear as both a cost and a saving. This is because the programme will require the appointment of staff into new posts while current posts are deleted. There will be a net reduction in the number of full time equivalent and grade shift.

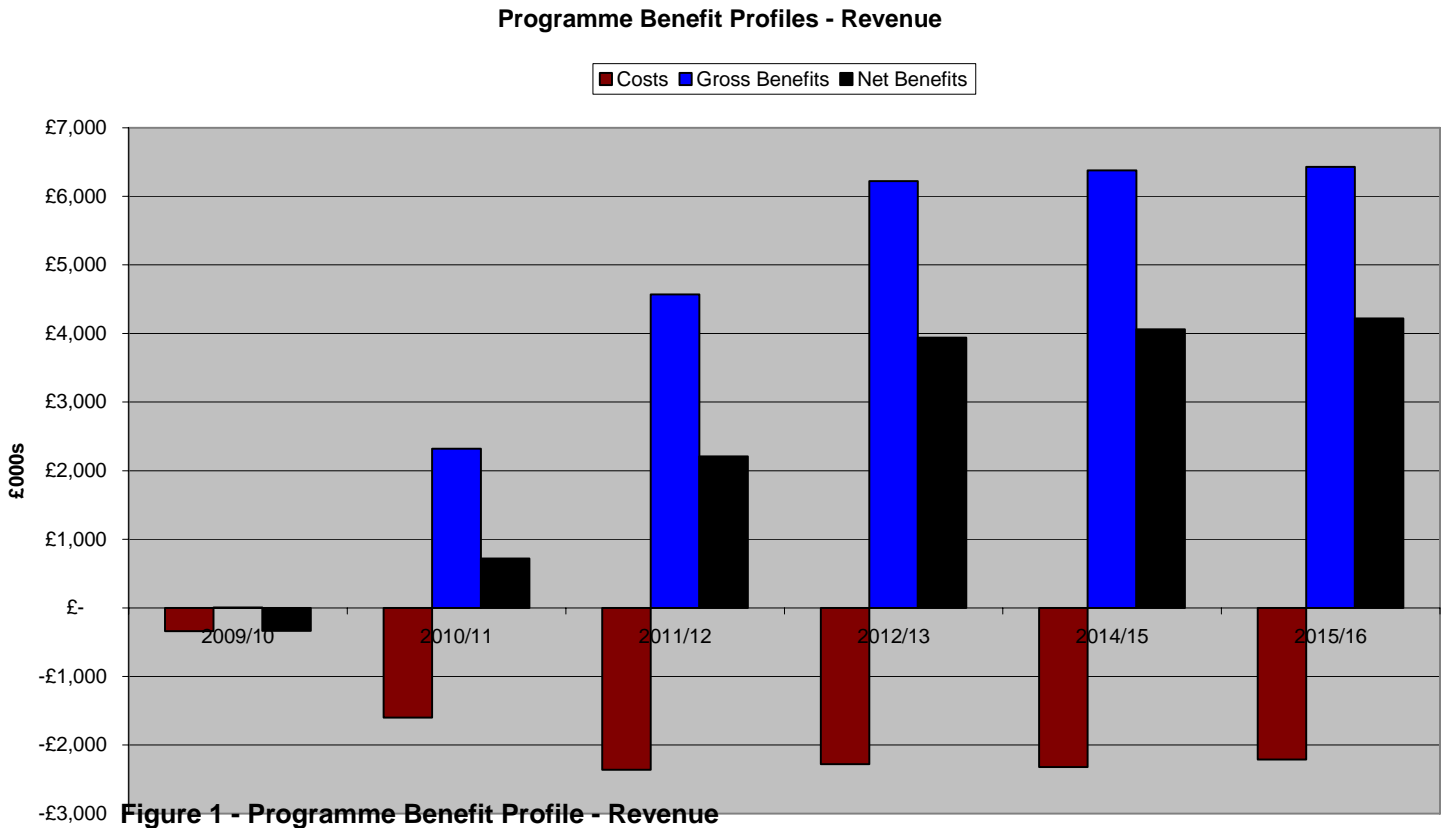
The net reduction is the target which departments must find in order to achieve the cost benefits projected. Premises savings relate to the running costs of offices in Elgin scheduled for disposal once the HQ campus project is complete. The reduction in loans payments reflects the capital receipts anticipated from the sale of those buildings owned by the Council. The reduction in supplies and services is anticipated to be achieved by the Procurement theme of the Programme.

Minor reductions of supplies and service – mainly stationery and postage – are anticipated to accrue across other components of the Programme. Transport savings arise mainly from the Transport, Vehicles and Plant project, but transport savings are also projected from the introduction of mobile ICT. Third party payments are for the purchase of services from external contractors. Savings are expected to accrue here from both Procurement and the introduction of mobile ICT.

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## 3.2.3 Benefits Timetable

The graph below illustrates when the benefits of the Programme are expected to exceed the initial costs of investment and implementation



This indicates that net savings will be achieved very early in the life of the project. The exact timing will depend on a number of factors, particularly the results of the tendering process for the conversion of the former Aldi building. The cost of all capital outlays (i.e. purchase and conversion of the supermarket and ICT costs) are included as annual debt repayments over the expected useful lives of those assets.

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## **3.3 Benefit Realisation**

**Benefits realisation is the acid test by which the success or failure of the programme will be judged.** The programme requires a benefits realisation strategy and benefits realisation processes to ensure:-

- Clarity on what the benefits are
- Organisational commitment to realising benefits
- Accountability and responsibility
- Measurement, tracking and recording of benefits
- Alignment between the programme and Council objectives

The purpose of benefits realisation is to ensure that the value from the DBS Programme is actually realised, and to be able to demonstrate that this is so. Benefit management is the priority of the following governance layers:

- P&R Committee
- Moray Performs Board
- DBS Programme Board

A Benefits Realisation Team will manage the process, lead by the principal accountant with membership comprising of programme and service management.

### **3.3.1 Benefit Realisation Process**

The benefits associated with the programme have been identified and aligned to a list of pre-determined criteria. The criteria will be cross-referenced to budgets and a profile developed for each benefit. Each Benefit will have a profile detailing:

- Description – what precisely is the benefit
- Observation – actually see a difference
- Attributable – where will this benefit arise and
- Measurement – how and when will the achievement be measured.

### **3.3.2 Measurement and Reporting**

- All Benefits will have a measurable baseline.

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- Targets will be defined to establish expectations for each project outcome and benefit.
- Benefits reports will be provided on a routine basis to the various governance layers at key times in the programme.
- Benefits realisation targets will be a mandatory part of all service improvement plans (SIPs).

### **3.3.3 Benefit Realisation Plan**

- Benefit Realisation will be lead by the senior Service management within the operational environment.
- The Benefit Realisation Plan is a complete view of all benefits, their dependencies and the expected realisation timescales. It is derived from the benefit profiles and the programme plan.

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## 4. Blueprint for a Transformed Council

The blueprint expands on the vision by giving details of the current and future Councils, including:-

- Organisation: How the Council will be structured and staffing
- Processes: How we will work in future
- Technology: What technology will be used
- Infrastructure: What property is needed
- Culture: The need to change

The blueprint gives further detail on Customer Services, Operational Support (including Procurement) and Property Management.

### 4.1 Organisational Design

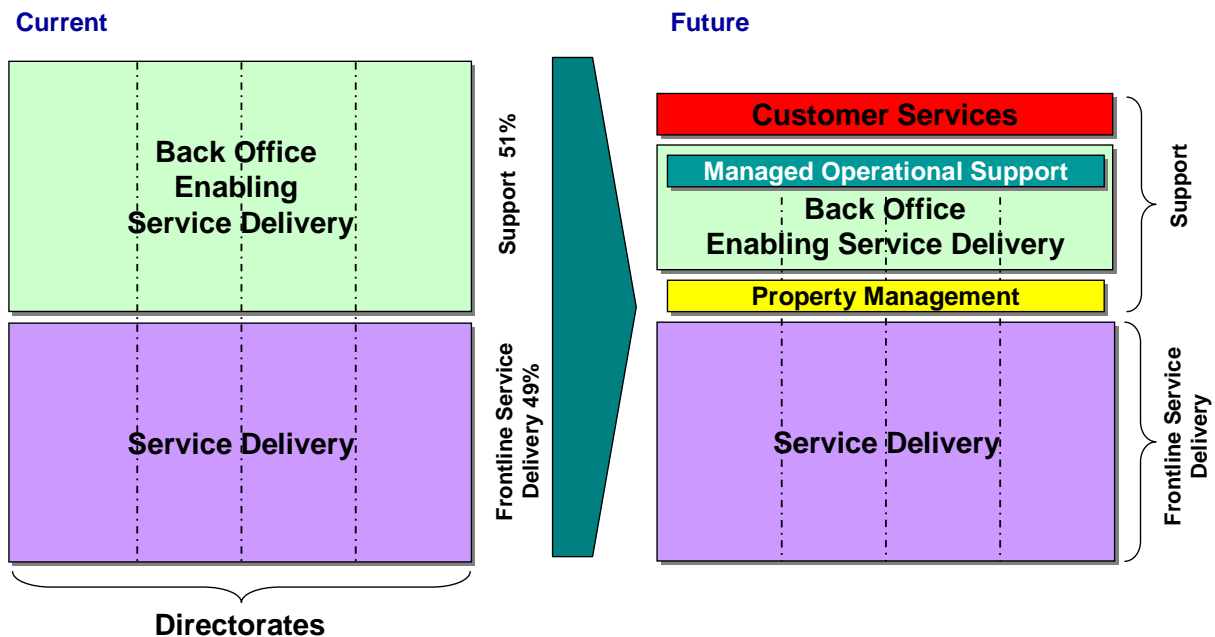


Figure 2 – Changes to Corporate Structure

The current council structure is:

- Service directorate model
- 4100 staff (1200 teachers excluded from the DBS programme)
- Approximate 1:1 ratio of support and service delivery staff
- Duplicated and fragmented activities across the directorates

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## 4.1.1 Future Organisation

The future is a smaller organisation with a number of corporate services supporting the delivery of services to the public.

- 60 less staff
- A greater % of staff delivering services
- Rules based decision making will simplify tasks allowing completion by lower graded staff
- A corporate Customer Services function
- Corporate procurement and processing unit
- Corporate Property Management function
  - Property will transfer from Environmental Services to Housing Services
  - Estates will transfer from Central Services to Housing Services
  - Asset Management will transfer from Finance and ICT to Housing Services

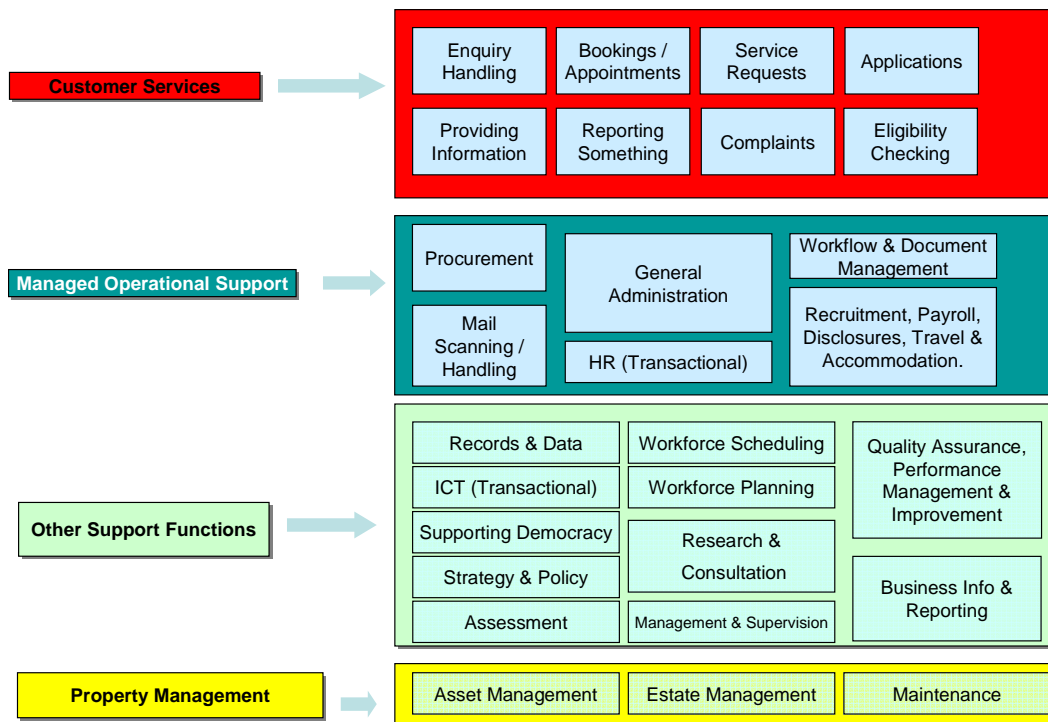


Figure 3 – Operational Model

## 4.1.2 Staffing Implications

The programme is broken down into manageable projects. Staffing reductions will be achieved as each project is completed. The largest

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“core” project – defined in Section 5 - is broken down into tranches. It will be a carefully managed process undertaken in accordance with the corporate change management policy.

## **4.2 Corporate Processes**

### **4.2.1 Current Processes**

The characteristics of the council’s current processes are typical of the public sector:

- Fixed working at single workstations
- Many service specific processes delivering the same outcomes
- Little use of workflow techniques to improve process efficiency and effectiveness
- Considerable number of customer access points by phone, email and face-to-face
- No council overview of each customer with little integration of services delivered by different services
- Little sharing of customer information between services
- Little adjustment of services to meet the needs of individual citizens
- Directorate and service based document and information management

### **4.2.2 Future Processes**

The future processes have been developed from established public and private sector best practice to meet the needs of Moray:

- Mobile & flexible working
- Consistent processes used in all services
- Integrated ‘end-to-end’ processes from first customer contact to delivery of service, including customer services, operational support and service delivery, using workflow where appropriate
- Minimise number of public access points by phone, email addresses and face-to-face
- Single view of the customer giving comprehensive service
- Citizen accounts – tailored services, customer information shared (with their consent) to improve service delivery
- Corporate document and information management

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## 4.2.3 Flexible and Mobile Working

Current and future work styles are depicted below:

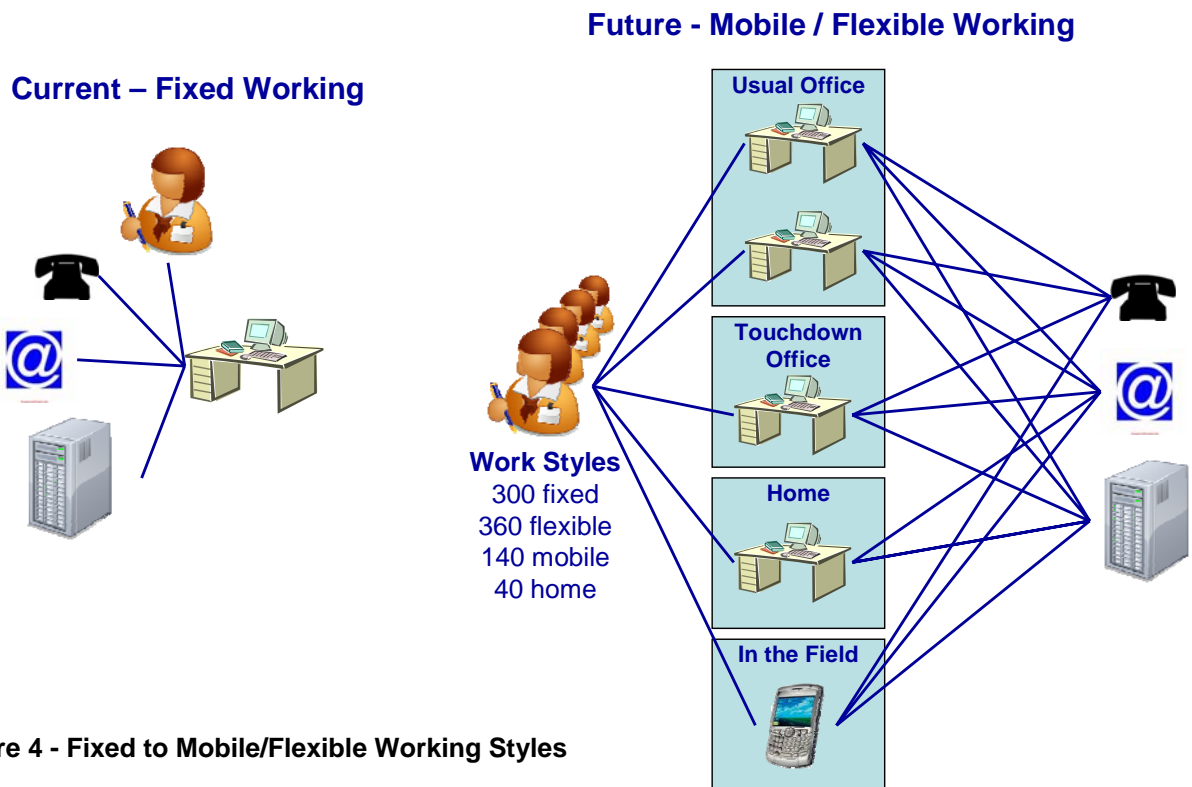


Figure 4 - Fixed to Mobile/Flexible Working Styles

Staff will be aligned to a work style the best meets their needs:

- Fixed worker – generally working at a desk all day
- Flexible worker – working some of time out of office
- Mobile worker – working a large amount of time out of the office
- Home worker – working mainly from home with occasional visits to office.

Mobile and flexible working will be supported by key technologies:-

- Roaming telephone extensions
- Log on anywhere
- Centralised management of PCs and applications
- Access to applications & information from home and mobile devices
- Standardised Operating System and Office Software

This new style of working will require use of team working tools to overcome the physical separation of colleagues:-

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- Shared tasks, diaries and contacts
- Document management – shared access
- Instant messaging
- Discussion forums, online whiteboards
- Web-conferencing

## **4.3 Corporate Technology**

### **4.3.1 Current Technology**

Current technology is not adopted as council-wide tools with little standardisation:

- Limited deployment of document management in approximately 20% of operations – 4 systems in use – Hummingbird, iDox, Uni-image & SharePoint
- Full deployment of workflow within Revenues and ePlanning. There is limited workflow functionality in the following service specific systems: iWorld (Housing), Care First (Social Work), Accero (Payroll / Personnel), Uniform (Development Services)
- The data centre is an expensive facility with no room for expansion
- Too many independent information systems

### **4.3.2 Future Technology**

The future is based on standard platforms used across the council:

- Universal deployment of document management – using the fewest number of systems possible.
- Corporate deployment of workflow where it proves to be cost-effective.
- A fit for purpose and efficient data centre capable of supporting new ways of working
- No unsupported systems – standard corporate systems used as widely as possible

## **4.4 Infrastructure - Elgin Office Accommodation**

### **4.4.1 Current**

The council is spread across Elgin working in a fragmented and costly manner:

- 21 council offices throughout Elgin
- 13 Public access points

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- Highly compartmentalised - lacks flexibility
- 13,700 m<sup>2</sup> office accommodation
- 850 total workstations (fixed)
- £1.24m. annual property running costs (excludes backlog maintenance)

### **4.4.2 Future**

- The future is based on joined-up working, more corporate functions, new styles of working and smart technology: Single HQ campus
- 1 access point for the general public
- Specialist access facilities for clients
- Open plan, flexible workspace
- 9,500 m<sup>2</sup> office accommodation
- 290 fixed worker workstations
- 290 flexible worker workstations
- 80 touchdown workstations
- 660 total workstations
- £0.79m annual property running costs (excludes backlog maintenance on HQ building)
- Projected excess capacity after introduction of flexible / mobile working

### **4.4.3 HQ Campus Details**

The HQ campus will accommodate staff as detailed below. It recognises the need for customer/client access, the needs of mobile and flexible working and co-location of services:

	<b>FTEs</b>			
	<b>Fixed</b>	<b>Flexible</b>	<b>Mobile</b>	<b>Home</b>
<b>FORMER ALDI BUILDING</b>				
Community Services	63	36	46	5
Environmental Services	10	36	38	5
Finance and IT	25	39	12	21
Legal and Committee	1	7	0	0
<b>Total Aldi</b>	<b>99</b>	<b>118</b>	<b>96</b>	<b>31</b>

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	FTEs			
	Fixed	Flexible	Mobile	Home
<b>HEADQUARTER BUILDING</b>				
Community Services	48	34	0	0
Environmental Services	40	63	256	3
Educational Services	1	61	17	2
Finance and IT	48	36	0	2
Legal and Committee	35	24	0	0
Chief Executives	6	25	0	0
<b>Total HQ</b>	<b>177</b>	<b>243</b>	<b>42</b>	<b>7</b>
<b>Total for Campus</b>	<b>277</b>	<b>361</b>	<b>139</b>	<b>38</b>
<b>Total all workstyles</b>	<b>817</b>			

## **4.5 Corporate Culture**

### **4.5.1 Need for Change?**

The new ways of working will challenge existing attitudes and norms which are prevalent in the Council. This will require positive action to ensure staff understand the new ways of working and their part in making the changes work.

<b>Current</b>	<b>Future</b>
Departmentalism	Council outlook
My desk	Our desks
My customers	Our customer
My copy of information	Our, single, copy of shared information
My way of doing things	The way of doing things – the best way
Internal focus	Customer focus

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Current	Future
Focus on effort and inputs, for example, monitoring attendance	Output and outcome focus
Resistance to change	Continuous improvement
Reject things 'not invented here'	Adopt best practice

## 4.6 New Corporate Functions - Customer Services

### 4.6.1 Customer Services Organisation

The current and future provision of customer services is depicted below:

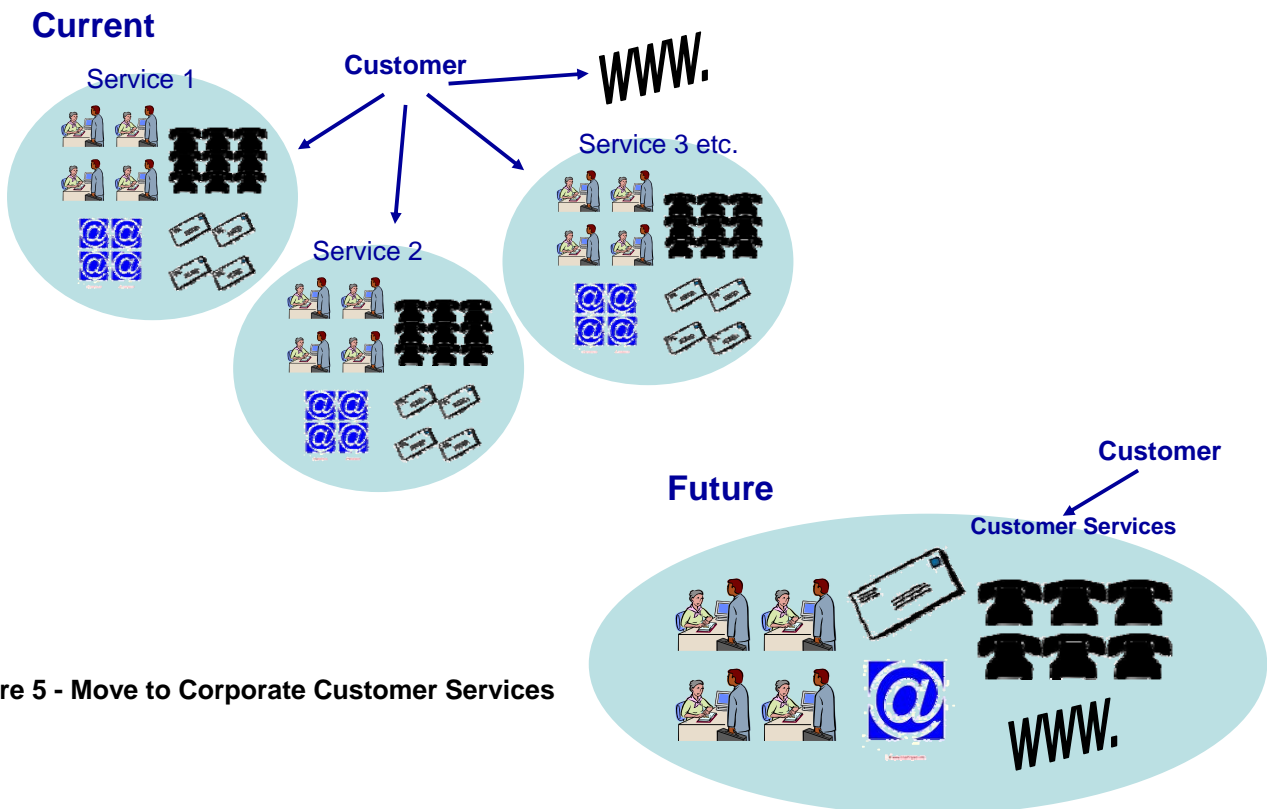


Figure 5 - Move to Corporate Customer Services

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<b>Current</b>	<b>Future</b>
200 FTE Staff distributed across 65 Services	Single Customer Services Function handling all initial enquiries, service requests, payments, appointments and bookings  60 staff (49 FTE)
8 seat contact centre	47 seat contact centre
20 Face to face access locations	4 Face to face access points located in Elgin, Forres, Buckie and Keith, plus specialist service access.  Self service terminals at access points
224 Public access telephone numbers	6 public access telephone numbers
290 Public access email addresses	Streamlined e-access
Limited transactional internet ability	Comprehensive transactional internet ability

### **4.6.2 Customer Services Technology**

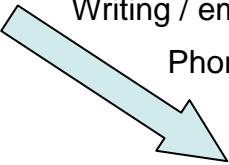
Technology will enable better access to customer information:

<b>Current</b>	<b>Future</b>
BT 'Contact Central' customer relationship management system (Contact Centre)  Present system is unsupported as from July 2009	Lagan customer relationship management system (CRM)
Multiple service specific systems providing database and some customer management functions	Lagan CRM integrating with, or replacing service specific systems
Customer databases not linked	Linked customer databases – customer detail changes shared with linked databases

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### **4.6.3 Customer Services Processes and Performance**

A standardised and consistent approach will bring improved performance and customer satisfaction:

<b>Current</b>	<b>Future</b>
<p>Service specific customer services processes</p> <p>Limited support for professional tasks</p> <p>Limited rules based processing</p>	<p>Generic customer services processes</p> <p>Routine professional support tasks (for example) assessments, meeting arrangements) completed in contact centre</p> <p>Rules based processing of requests</p>
<p>Variability between services and between communication channels (phone, web, letter etc.)</p>	<p>Consistent processes for all services and all communications channels</p>
<p>No queuing system for calls outside of current contact centre</p>	<p>Queuing system on all customer services lines</p> <p>Interactive voice response</p>
<p>Opening hours:-</p> <p>8.45am to 5pm weekdays (varies by service)</p> <p>24 hour emergency telephone number</p> <p>24 hour internet access with limited transactional capability</p>	<p>Opening hours:-</p> <p>8.00am to 6.00pm (telephone)</p> <p>8.45am to 5.00pm (Access Points)</p> <p>24 hour emergency telephone number</p> <p>24 hour internet access with enhanced transactional capability</p>
<p>Limited channel management</p>	<p>Shift communication channels to most cost effective method</p> <p>Face-to-face</p> <p>Writing / email</p> <p>Phone</p> <p>Web self service</p> 

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<b>Current</b>	<b>Future</b>
66% of calls answered within 7 seconds 82% answered first time No accurate performance data for customer service functions outside the contact centre	Immediate access to welcome message with 96% of calls answered within 20 seconds 7 minute per call 'wrap time' – call and follow up.

### **4.6.4 Customer Services Information**

Currently the Council has variable information on customer services from existing performance management systems.

- The information is often difficult and expensive to gather and process.
- There is limited corporate management information on customer services.
- Departments have variable quality of information on individual customers.
- The available information is fragmented.

In the future, corporate customer services will allow efficient generation of a wealth of strategic, operational, performance and customer information as outlined in the table below:

<b>Information</b>	<b>Type of Information</b>	<b>Value of Information</b>
How customers contact Council	Strategic Management	Assists with shift to more cost effective methods of contact.
Why customers contact Council	Operational Management	Used to reduce 'avoidable contact' by giving better information to citizens.  Identify demand caused by failure – repeat contacts that could have been avoided if the first contact had been successful.

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<b>Information</b>	<b>Type of Information</b>	<b>Value of Information</b>
Accurate volume measures (and how volumes vary and fluctuate)	Operational Management	Used to plan and match resources to anticipated demand
Process analysis	Operational management	Allows development of processes to improve efficiency and effectiveness.
Comprehensive customer feedback	Performance Management	Timely, cost efficient performance management.
Comprehensive view of customer	Customer	Used to tailor services to customers' individual needs.

### **4.7 Managed Operational Support**

#### **4.7.1 Managed Operational Support Organisation**

There are different management approaches as to how the organisation is structured:

- Remove the function from departments and improve the processes
- Function stays with departments but improve the processes

<b>Current</b>	<b>Future</b>
Operational support distributed across services	A managed or standardised service for:- <ul style="list-style-type: none"> <li>• General Administration</li> <li>• Document management</li> <li>• Payment processing</li> <li>• Mail scanning / handling</li> <li>• Transactional Elements of:-               <ul style="list-style-type: none"> <li>– Recruitment</li> <li>– Payroll</li> <li>– Disclosures</li> <li>– Travel &amp; Accommodation</li> </ul> </li> </ul>

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<b>Current</b>	<b>Future</b>
Inconsistent levels of service	Consistent level of service
Inflexible resource in multiple small independent units	Effective redeployment of resources according to demand
Staff development hampered by fragmentation	Enhanced staff development
Distributed procurement: - Over 200 budget managers – 30 authorised procurers	Centralised procurement operation: Trained procurement officers with specialist skills within departments
Distributed procurement processing: - 280 PMS Users - 20 FTE Admin Processors	Central processing with limited departmental admin involvement
Untrained staff involved with procurement	No untrained staff involved – defined roles and responsibilities.

### **4.7.2 Operational Support Processes**

A standard way of working will deliver significant efficiency savings:

<b>Current</b>	<b>Future</b>
Large process variation	Corporate development of consistent core processes using workflow:- <ul style="list-style-type: none"> <li>• Document Management</li> <li>• Procurement / purchasing / payment</li> </ul>
Significant duplication of service provision	Processes integrated with customer services and front line service delivery
White mail delivered to multiple locations with internal transfers of Council and external white mail.	Single Council address for all white mail Scanning of mail with electronic storage and distribution

## ***Designing Better Services***

<b>Current</b>	<b>Future</b>
Mixed paper / electronic storage	Corporate electronic document and records management. No paper records (with specific legal exceptions)
Multiple personnel records:- <ul style="list-style-type: none"> <li>• Personnel</li> <li>• Directorate</li> <li>• Departmental</li> </ul>	Single electronic personnel record with appropriate access by employee, administrators and managers
Limited workflow	Workflow applied to appropriate Council wide processes
Different Procurement and Commissioning Strategies. No corporate contract priorities.	Combined Procurement and Commissioning strategies. An accelerated roll out of our corporate contracts.
Significant variation in procurement arrangements and standards across departments	Standardised corporate processes
Significant duplication of procurement effort across the council	Standardised corporate processes

### **4.7.3 Operational Support Information**

The Council has variable quality of information on operational support functions from existing management systems. The information is often difficult and expensive to gather and process.

<b>Information</b>	<b>Type of Information</b>	<b>Value of Information</b>
Aggregated personnel information	Strategic and Operational Management	Workforce planning, training needs assessment, attendance management
Individual personnel information	Operational Management	Staff development

## ***Designing Better Services***

<b>Information</b>	<b>Type of Information</b>	<b>Value of Information</b>
Accurate volume measures (and how volumes vary and fluctuate)	Operational Management	Used to plan and match resources to anticipated demand
Process performance analysis	Operational management	Allows development of processes to improve efficiency and effectiveness.
Aggregated procurement information	Strategic and Operational Management	Better informed procurement decisions.

# Designing Better Services

## 4.8 Property Management

### 4.8.1 Property Management Organisation

Current	Future
Property Management (FM) services distributed across services:- <ul style="list-style-type: none"><li>• Estates – Central Services</li><li>• Property – Environmental Services</li><li>• Property Asset Management – Finance &amp; ICT Services</li><li>• Housing Asset Management – Housing Services</li></ul>	All property functions managed as a single service within Housing and Property Services.

### 4.8.2 Property Management Processes

The process changes have still to be determined.

### 4.8.3 Property Management Information

The information opportunities have still to be determined.

## 4.9 Transport, Vehicles and Plant

### 4.9.1 Transport, Vehicles and Plant Organisation and Technology

No significant change planned.

### 4.9.2 Transport, Vehicles and Plant Processes

Current	Future
Employees own vehicles used for majority of journeys within Moray	Pool cars for majority of journeys

## ***Designing Better Services***

<b>Current</b>	<b>Future</b>
Departmental, needs assessment, specification and procurement of vehicles and plant	Corporate, needs assessment, specification and procurement:- <ul style="list-style-type: none"> <li>• Minimise corporate fleet</li> <li>• Multi-use vehicles</li> <li>• Multi departmental use</li> <li>• Fit for purpose specification</li> </ul>

### **4.9.3 Transport, Vehicles and Plant Information**

The Council has corporate information systems that can provide vehicle and plant mileage and also fuel used. This information can be developed to provide management with utilisation reports. The programme will provide comprehensive information to enable corporate management of transport, vehicles and plant

<b>Information</b>	<b>Type of Information</b>	<b>Value of Information</b>
Fuel used and mileage covered for all transport, vehicles and plant	Strategic and Operational Management	Allows strategic management of cost savings and carbon reduction
Corporate assessment of vehicle and plant utilisation	Strategic Management	Identify opportunities for operational efficiencies and fleet reduction
Corporate assessment of vehicle and plant needs	Strategic Management	Matching corporate fleet to demand - effective and efficient procurement

# *Designing Better Services*

## **5. The Projects**

The projects which make up the implementation phase (phase 3) of the Designing Better Services (DBS) programme are provided in this section. The programme comprises of 4 projects developed from the 6 design phase themes:

- Core Project
- Procurement Project
- Property Project
- Vehicle Utilisation Project

The summary information included in this section for each project includes:-

- Description
- Timescales
- Outputs
- Resource requirements
- Major dependencies
- How each project contributes to programme objectives
- Cross reference to benefits and when they will be obtained

### **5.1 COMPONENT PROJECTS**

#### **5.1.1 Core Project**

The core project will transform services and deliver corporate customer services and corporate operational support processes. The project brings together the dependent recommendations of the phase 2 Customer, Operational Support, Workforce and themes. It is being implemented as one project on a service by service basis, split into 8 tranches as follows:

## ***Designing Better Services***

Tranche 1	ICT Readiness and Pilot Implementation
Tranche 2	Housing and Property Services
Tranche 3	Transportation & roads Maintenance
Tranche 4	Environmental & Consultancy
Tranche 5	Development Services
Tranche 6	Education Services
Tranche 7	Central Services / Chief Executive / Fin & ICT Departments
Tranche 8*	Community Care & Children & Families Services

The project takes in three main strands:-

- The transfer of customer services from existing service to a dedicated functional unit.
- Establish a managed Operational Support function
- The use of new organisational capabilities to improve the efficiency and effectiveness of existing services.

Tranche 1 has a different output with the focus being on technology and aligned policy and procedures.

### **5.1.2 Transitional Arrangements**

Services will not be able to fully transition to the new ways of working until completion of the HQ complex in summer 2011. Services in tranches 2 – 5 will implement new ways of working as far as possible within existing buildings.

### **5.1.3 Procurement Project**

- Establish consolidated procurement, purchasing and processing units.
- Achieve savings through economies of scale – nationally and local contracts.
- Simplify and standardise procurement processes

# ***Designing Better Services***

## **5.1.4 Property Projects**

- Convert the former supermarket, reconfigure existing HQ and rationalise office accommodation outwith Elgin into flexible accommodation to support the new corporate services and new styles of working

## **5.1.5 Transport / Vehicles & Plant Utilisation**

- Pool car system for staff
- Corporate management of transport, vehicles and plant

## **5.2 Core Project - Tranche 1 - Technology Readiness and Pilot Implementation**

### **5.2.1 Description**

This project will create new or enhanced organisational capability as detailed in the project outputs below. Mobile deployment and flexible working will be piloted in Housing Services

### **5.2.2 Timescales**

The project is underway and will conclude end of July 2010.

### **5.2.3 Project Outputs**

- DLO trialling mobile technology.
- Existing contact centre operation transferred to Lagan customer relationship management (CRM) system.
- Flexible working piloted in Housing Services.
- Organisation, staff, processes, technology and infrastructure ready for service roll out of:-
  - Workflow.
  - Document management.
  - Flexible working.
- Corporate systems upgrades:-
  - Email system.
  - Mobile access to users' 'desktop' (active directory and 'thin client').
  - Microsoft Office.
  - IP Telephony.

# ***Designing Better Services***

## **5.2.4 Resource requirements**

### **5.2.5 Project Staff**

1.5 FTE Project Manager.  
5 FTE business analysis staff.  
6 FTE ICT support staff.  
1 FTE Personnel support staff.  
1 FTE Employee development staff.  
1 FTE Finance support staff.  
1 Programme management support staff.  
Support from DLO service manager.  
Support from DLO staff.  
Support from Housing Service Staff

### **5.2.6 Other Resources**

- Software Licensing and servers / hardware to support:-
  - Lagan CRM system
  - Workflow & document management
  - Work scheduling
  - Microsoft Exchange (email)
  - Thin client
  - Active directory
  - Microsoft Office

### **5.2.7 Dependencies**

This project does not require any outputs from other DBS projects. Full deployment of workflow and document management is dependent on the outcome of the North of Scotland Local Authority shared services project on management of revenues and benefits and the requirements of the ePlanning project.

The tranche 2 project; transformation of Housing & Property Services; and all subsequent service transformations; require the outputs of this project  
Customer Services, mobile and flexible working benefits are dependent upon this tranche.

# Designing Better Services

## 5.2.8 Contribution to Objectives

How the project produces benefits.

### Mobile Deployment

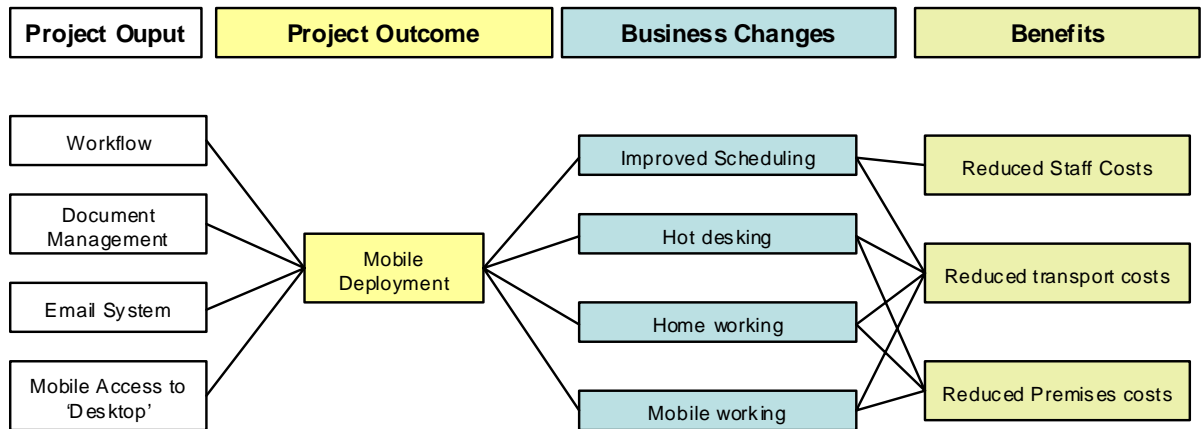


Figure 6 - Mobile Deployment Benefits

### Flexible Working

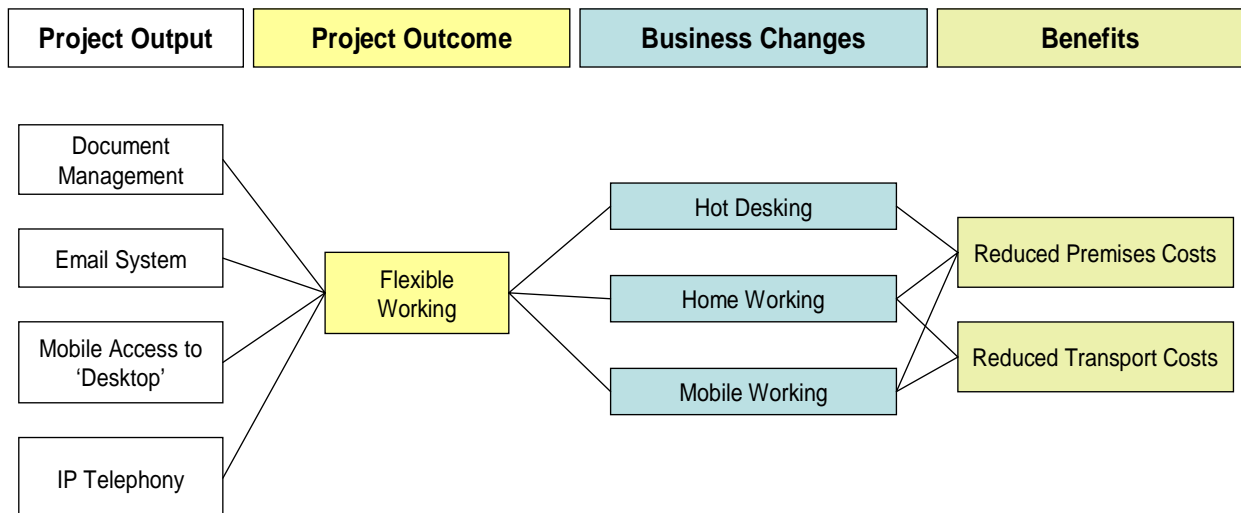


Figure 7 - Flexible Working Benefits

# ***Designing Better Services***

## **5.3 Service Transition – Housing & Property Services, (Tranche 2)**

### **5.3.1 Project Description**

- Service transition is at the core of the programme
  - This tranche is closely aligned to Tranche 1
- The project brings together the dependent recommendations of the Customer, Operational Support and Workforce themes.
  - The transfer of customer services from existing service to a dedicated functional unit.
  - Determine the extent of managed Operational Support
  - The use of new organisational capabilities to improve the efficiency and effectiveness of existing services.
- Integration of property asset management

### **5.3.2 Timescales**

The project starts at the beginning of April 2010 and is estimated to conclude end November 2010. Note comment in Section 6 (Implementation) that there is an element of risk and uncertainty over the schedule for tranche 2.

The project board for this project met for the first time on 12 February 2010 to progress tranche 1. A strong case was presented at that meeting to amend the plan for tranche 2 to conclude by the end of February 2011. At this stage the project board has agreed to work with the existing plan as there is the potential for any delay in tranche 2 to be balanced by advancing some of the later tranches. The plans will be kept under close review and amendments will be reported in line with the proposed governance arrangements.

### **5.3.3 Project Outputs**

- An integrated Housing & Property Service
  - Integrate Property Asset Management, Estates and Property Services
- All customer contact for service routed through the Council's Customer Services Function:-
  - Contact centre delivering phone / email based customer services.

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- A transactional, interactive website to enable self-service and access to information for citizens and employees.
- Access points providing face to face customer service
- Standardised operational support processes:-
  - Procurement processing
  - Mail scanning / handling
  - Transactional Elements of Recruitment, Payroll, Disclosures, Travel & Accommodation
  - Personal Assistant/Secretarial and General Administration
- Implementation of mobile deployment / scheduling for appropriate staff
- Implementation of flexible and mobile working for appropriate staff, for example 'hot-desking'.
- Implementation of workflow to appropriate processes.
- Implementation of document management system.
- Reconfiguration of service to take account of:-
  - Transfer of Customer Services / Operational Support functions
  - Efficiency gains from:-
    - Mobile deployment / scheduling
    - Flexible / mobile working
    - Workflow
    - Document management.

### **5.3.4 Interim Arrangements**

This tranche will be completed before the Aldi building is complete:-

- Face-to-face customer contact will remain with Housing
- Partial implementation of flexible working

### **5.3.5 Resource requirements**

#### **Project Staff**

Project Manager.

Head of Services.

Service Managers

Business analysis staff.

ICT support staff.

Personnel support staff.

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Finance support staff.

Programme management support staff.

**Note:** The above gives details of staff required to implement the project and does not include staff employed in the revised organisational structure. Overall staff numbers will reduce with details given in the business case and benefits realisation profile.

## Other Resources

- Accommodation for Customer Services centre.
- Accommodation for Managed Operational Support function.

### 5.3.6 Dependencies

- This project is dependent on the ICT Readiness and Pilot Implementation project to deliver the organisation, staff, processes, technology and infrastructure to implement:-
- Customer relationship management.
- Mobile deployment.
- Flexible and mobile working.
- Document management.
- Workflow.

### 5.3.7 Contribution to Objectives

How the project produces benefits.

## Service Transformation

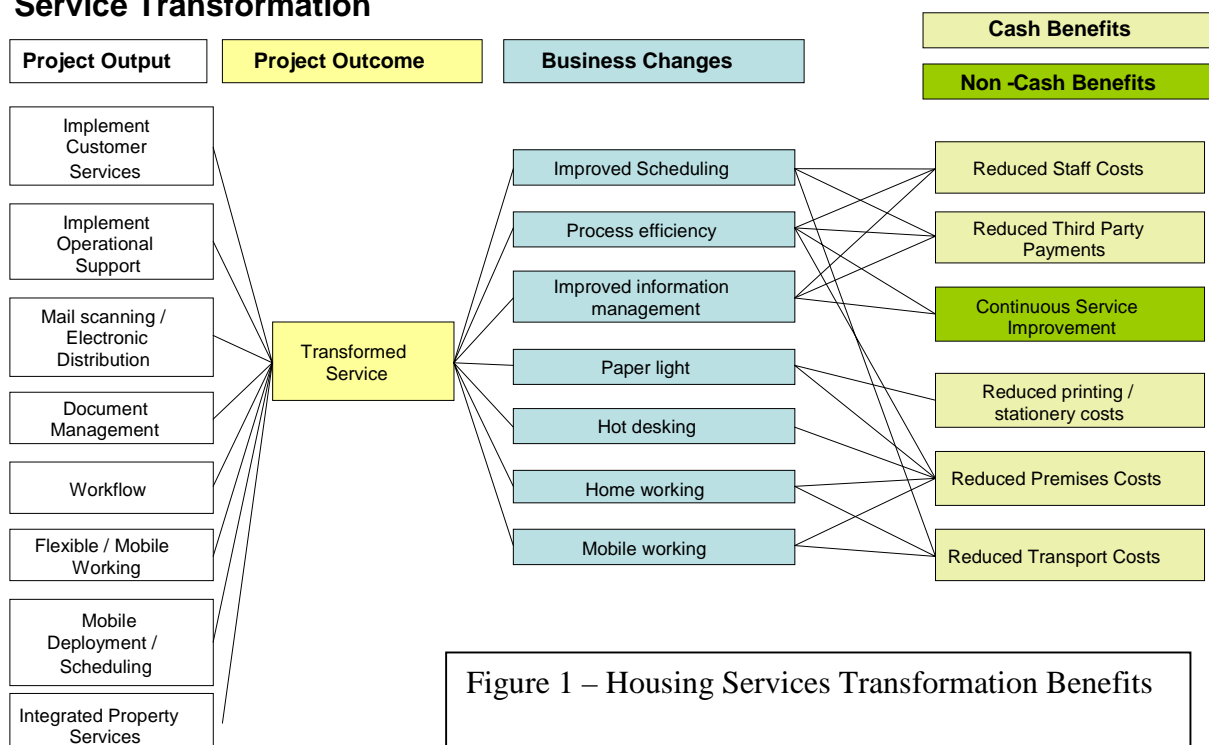


Figure 1 – Housing Services Transformation Benefits

# ***Designing Better Services***

## **5.4 Core Project – Tranches 3 to 8 - Service Transition**

### **5.4.1 Description**

The project brings together the dependent recommendations of the Customer, Operational Support and Workflow themes. It will be implemented as one project on a service by service basis. It will be split into 7 'tranches'. The project takes in three main strands:-

- The transfer of customer services from existing service to a dedicated functional unit.
- Determine the extent of managed Operational Support
- The use of new organisational capabilities to improve the efficiency and effectiveness of existing services.

### **5.4.2 Timescales**

Tranches 3 to 8 run from start July 2010 with an estimated completion date of March 2012.

### **5.4.3 Project Outputs**

- All customer contact for service routed through the Council's Customer Services Function:-
  - Contact centre delivering phone / email based customer services.
  - A transactional, interactive website to enable self-service and access to information for citizens and employees.
  - Access points providing face to face customer service
- Transfer of support functions to a managed Operational Support function:-
  - Procurement processing
  - Mail scanning / handling
  - Transactional Elements of Recruitment, Payroll, Disclosures, Travel & Accommodation
  - Personal Assistant/Secretarial and General Administration
- Implementation of mobile deployment / scheduling for appropriate staff
- Implementation of flexible and mobile working for appropriate staff, for example 'hot-desking'.
- Implementation of workflow to appropriate processes.
- Implementation of document management system.

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- Reconfiguration of service to take account of:-
  - Transfer of Customer Services / Operational Support functions
- Efficiency gains from:-
  - Mobile deployment / scheduling
  - Flexible / mobile working
  - Workflow
  - Document management.

### **5.4.4 Resource requirements**

### **5.4.5 Project Staff**

Project Manager.

Head of Services.

Service Managers

Business analysis staff.

ICT support staff.

Personnel support staff.

Finance support staff.

Programme management support staff.

**Note:** The above gives details of staff required to implement the project and does not include staff employed in the revised organisational structure. Overall staff numbers will reduce with details given in the business case and benefits realisation profile.

### **5.4.6 Other Resources**

- Accommodation for Customer Services centre.
- Accommodation for Operational Support function.

### **5.4.7 Dependencies**

This project is dependent on the ICT Readiness and Pilot Implementation project to deliver the organisation, staff, processes, technology and infrastructure to implement:-

- Customer relationship management.
- Mobile deployment.
- Flexible and mobile working.
- Document management and workflow.

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## 5.4.8 Contribution to Objectives

How the project produces benefits.

### Service Transformation

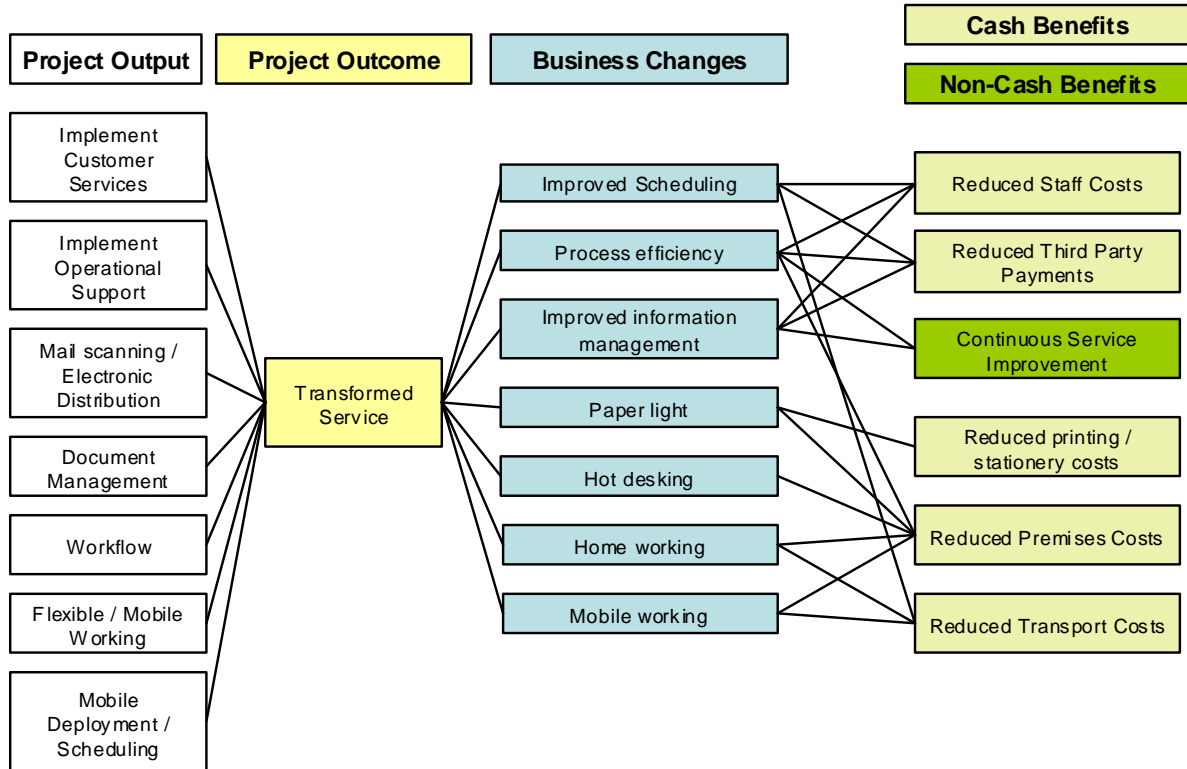


Figure 8 - Service Transformation Benefits

# ***Designing Better Services***

## **5.5 Procurement Project**

### **5.5.1 Project Description**

This project will provide a single council wide approach to procurement.

- Establish consolidated procurement, purchasing and processing units.
- Achieve savings through economies of scale - nationally for categories A and B and locally for category C
- Simplify and standardise procurement processes

### **5.5.2 Timescales**

Procurement is underway and will conclude at the end of July 2011.

### **5.5.3 Project Outputs**

- Establish centralised procurement operation comprising:-
  - Procurement unit
  - Purchasing unit
  - Payment processing unit
- Review of all national and local contracts
- Standardised process

### **5.5.4 Resource requirements**

### **5.5.5 Project Staff**

Project Manager (Payments Manager).

Procurement Unit staff

Service Managers.

Service staff

ICT support staff.

Personnel support staff.

Finance support staff.

FTE Programme management support staff.

**Note:** The above gives details of staff required to implement the project and does not include staff employed in the revised organisational structure. Overall staff numbers will reduce with details given in the business case and benefits realisation profile.

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## 5.5.6 Other Resources

- Accommodation

## 5.5.7 Dependencies

- This project is dependent on the ICT Readiness and Pilot Implementation project to deliver the organisation, staff, processes, technology and infrastructure to implement:-
- Flexible working.
- Document management.
- Workflow.
- It is dependent on the Property projects for provision of temporary and permanent accommodation.

## 5.5.8 Contribution to Objectives

How the project produces benefits.

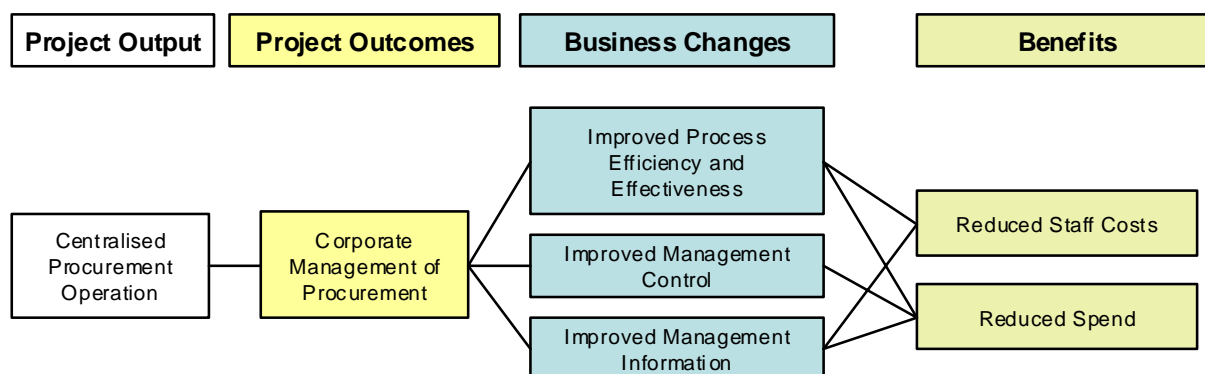


Figure 9 - Procurement

## 5.5.9 Cross Reference to Benefits Map and Benefits Profile

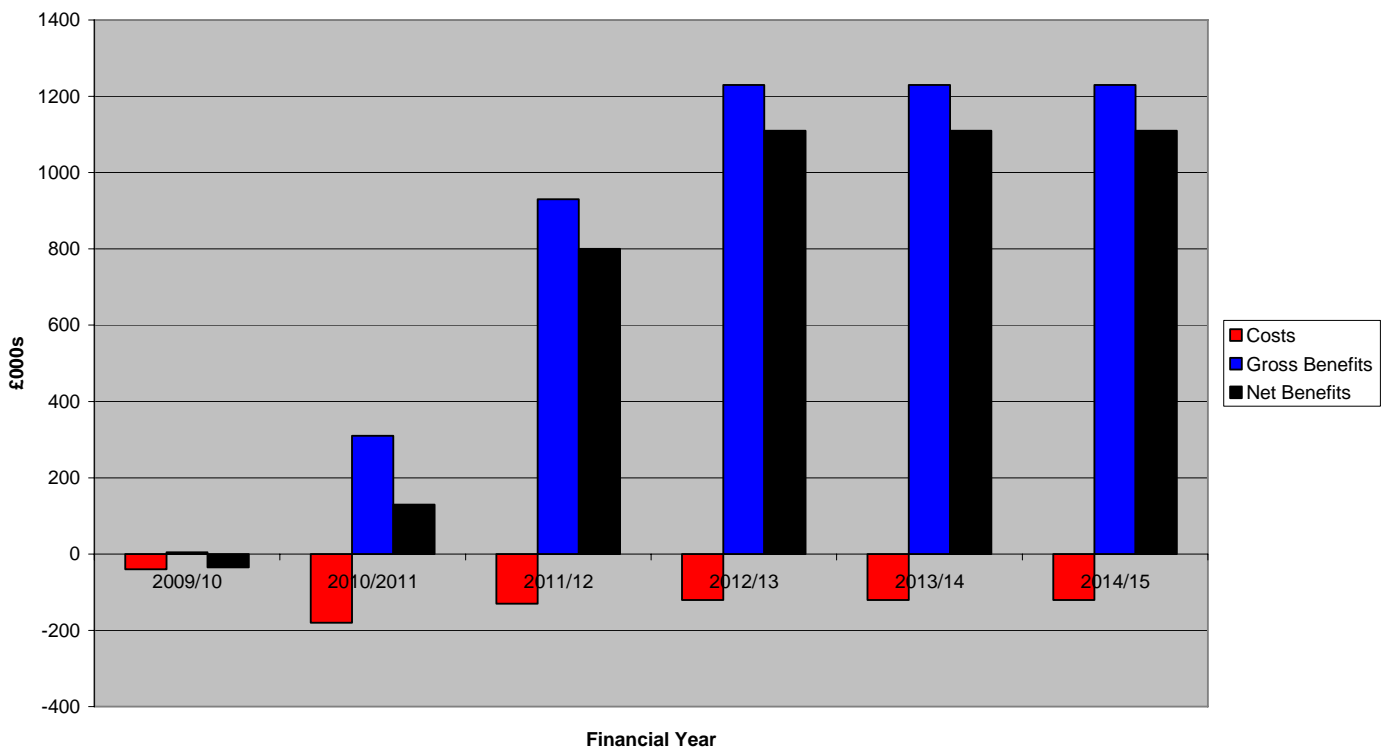
Programme cost / savings profile £000s	Current year October 2009- April 2010	Year 1 April 2010 - March 2011	Year 2 2011/12	Year 3 2012/13	Year 4 2013/14	Year 5 2014/15
<b>Revenue</b>						
<b>Costs</b>						
Staff	10	160	130	120	120	120
Premises						
Supplies & Services	30	20	0	0	0	0
Transport						
Third party payments						
Loans payments						
<b>Total</b>	<b>40</b>	<b>180</b>	<b>130</b>	<b>120</b>	<b>120</b>	<b>120</b>

## Designing Better Services

### Savings

Staff	(5)	(150)	(480)	(480)	(480)	(480)
Premises						
Supplies & Services		(160)	(420)	(620)	(620)	(620)
Transport						
Third party payments		0	(30)	(130)	(130)	(130)
Income						
Reduction in loans payments	0	0	0	0	0	0
<b>Total</b>	<b>(5)</b>	<b>(310)</b>	<b>(930)</b>	<b>(1,230)</b>	<b>(1,230)</b>	<b>(1,230)</b>
Annual cost / (savings)	36	(130)	(800)	(1,110)	(1,110)	(1,110)

### Procurement Costs & Benefits



**Figure 10 - Procurement Costs and Benefits**

# ***Designing Better Services***

## **5.6 Property Project - Supermarket Conversion**

### **5.6.1 Description**

This project covers the conversion of the former supermarket property to office accommodation.

### **5.6.2 Timescales**

The supermarket conversion project is underway and will be completed for end August 2011.

### **5.6.3 Project Outputs**

This project must be considered with the related project to reconfigure the existing headquarters building. Taken together, the supermarket conversion and HQ reconfiguration (the HQ Campus Projects) will provide all the Council's office accommodation for the Elgin area, replacing 20 smaller offices.

The supermarket conversion will provide:-

- Public access point.
- 220 work stations
  - Accommodation for 70 mobile workers
  - Accommodation for 150 fixed/flexible workers
- Training rooms
- Emergency Planning Room
- Data centre
- Mail room
- Print room
- Support accommodation for new ways of working

### **5.6.4 Resource requirements**

### **5.6.5 Project Staff**

- Project Manager (Head of Estate Services).
- SMT Staff – Design Group
- Service Managers
- ICT support staff.

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- Personnel support staff.
- Finance support staff.
- Programme management support staff.

## 5.6.6 Dependencies

Property depends on adoption of flexible and mobile working practices in services undergoing transition in tranches 1 – 5.

Other projects are dependent on the joint output of this project and the HQ reconfiguration project to provide accommodation and facilities:-

- The Service Transition (Core Project):-
- Customer services unit.
- Support for mobile and flexible working.
- Procurement.
- Parking for pool car vehicles.
- The capital receipts from the disposal of surplus properties is dependent on completion of the HQ campus.

## 5.6.7 Contribution to Objectives

How the project produces benefits.

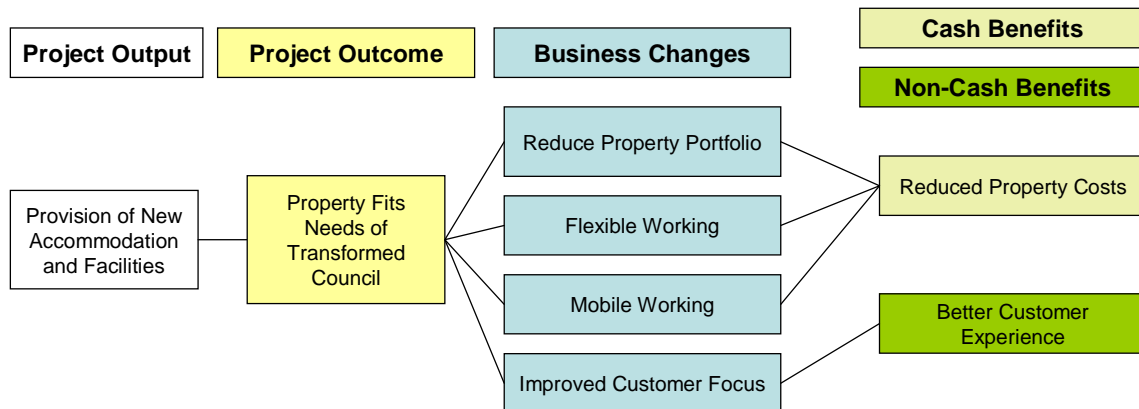


Figure 11 - Supermarket Conversion Benefits

## **Designing Better Services**

### 5.6.8 Cross Reference to Benefits Map and Benefits Profiles

<b>Programme cost / savings profile</b> £000s	Current year October 2009- April 2010	Year 1 April 2010 - March 2011	Year 2 2011/12	Year 3 2012/13	Year 4 2013/14	Year 5 2014/15
<b>Revenue</b>						
<b>Costs</b>						
Staff						
Premises						40
Supplies & Services	0	0	100	0	0	0
Transport						
Third party payments						
Loans payments	110	340	470	480	480	370
<b>Total</b>	<b>110</b>	<b>340</b>	<b>570</b>	<b>480</b>	<b>480</b>	<b>410</b>
<b>Savings</b>						
Staff						
Premises		(480)	(710)	(740)	(740)	(740)
Supplies & Services						
Transport						
Third party payments						
Income						
Reduction in loans payments	0	0	(20)	(50)	(90)	(130)
<b>Total</b>	<b>0</b>	<b>(480)</b>	<b>(730)</b>	<b>(790)</b>	<b>(830)</b>	<b>(870)</b>
Annual cost / (savings)	110	(140)	(160)	(310)	(350)	(460)
<b>Capital</b>						
Capital expenditure	4,620	3,070	150	0	0	0
Capital Receipts	0	0	(370)	(560)	(690)	(720)
<b>Net capital expenditure / (income)</b>	<b>4,620</b>	<b>3,070</b>	<b>(220)</b>	<b>(560)</b>	<b>(690)</b>	<b>(720)</b>

# ***Designing Better Services***

## **5.7 Property Project - Headquarters Reconfiguration**

### **5.7.1 Description**

This project involves the conversion of the current HQ building to provide a suitable environment for new ways of working, including flexible and mobile working.

### **5.7.2 Timescales**

The project will commence at the beginning of March 2011, with completion for the end of December 2011.

### **5.7.3 Project Outputs**

This project must be considered with the related project to convert the former supermarket building. Taken together, the supermarket conversion and HQ reconfiguration will provide all the Council's office accommodation for the Elgin area, replacing 20 smaller offices.

The headquarters reconfiguration will provide:-

- Accommodation for 416 workstations to support flexible and fixed workers
- Accommodation for the customer contact centre.
- Central Management Team 'hub'.
- Reprographic facility
- Civic centre
- Committee Rooms
- Members Accommodation
- Back-up data centre
- Access point for community services clients

### **5.7.4 Resource requirements**

### **5.7.5 Project Staff**

- Project Manager (Head of Estate Services).
- SMT Staff – Design Group
- Service Managers
- ICT support staff.

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- Personnel support staff.
- Finance support staff.
- Programme management support staff.

### **5.7.6 Dependencies**

The dependencies are the same as for the supermarket conversion project.

### **5.7.7 Contribution to Objectives**

The links to benefits are the same as for the supermarket conversion project.

### **5.7.8 Cross Reference to Benefits Map and Benefits Profiles**

As per supermarket conversion profile.

## **5.8 Property Project – Out Of Elgin Office Accommodation**

### **5.8.1 Description**

This project will consider rationalisation and adaption of office accommodation in Forres, Buckie and Keith, to provide suitable accommodation for transformed services.

### **5.8.2 Timescales**

The project will commence at the start of May 2010 and conclude in January 2012.

### **5.8.3 Project Outputs**

- Project mandate
- Provide suitable office and customer services accommodation in Forres, Buckie and Keith
- The accommodation will meet the needs of:
  - New styles of working
  - Customer Services
  - Council services operating in the localities

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## 5.8.4 Resource requirements

### Project Staff

- Project Manager (Head of Estate Services).
- ICT support staff.
- Personnel support staff.
- Finance support staff.
- Programme management support staff.

## 5.8.5 Dependencies

The dependencies are the same as for the supermarket conversion project.

## 5.8.6 Contribution to Objectives

How the project produces benefits.

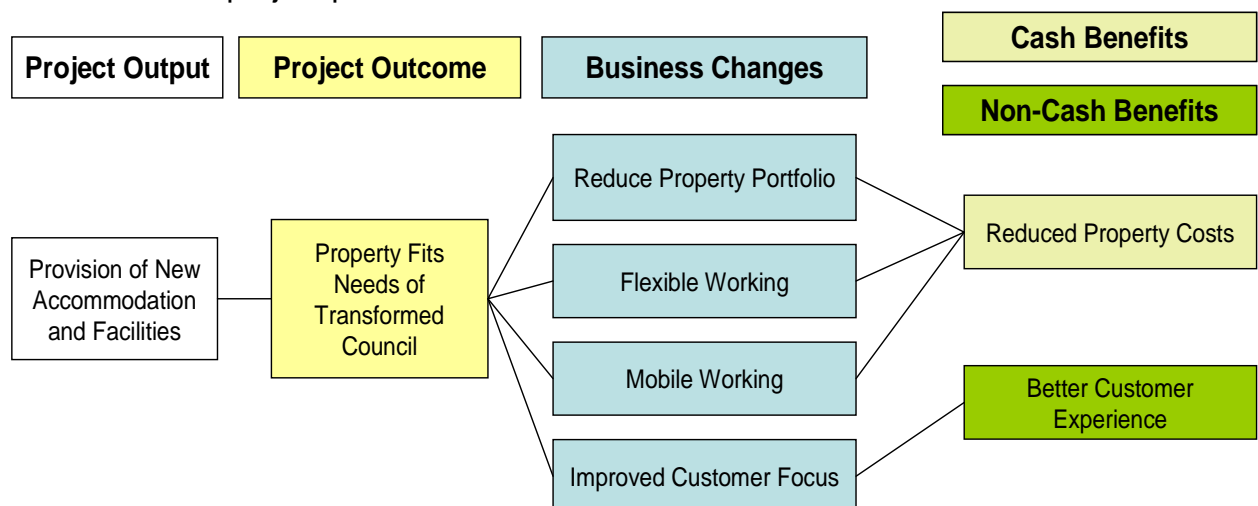


Figure 12 - Benefits from Out of Elgin Office Project

## 5.9 Vehicles Project - Pool Cars

### 5.9.1 Description

The pool car project will provide 100 pool cars for the majority of local travel needs, replacing the current system where officers are reimbursed for use of their own vehicles.

### 5.9.2 Timescales

The project is split into 2 phases:-

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- Phase 1 (approximately 30 cars) will run from beginning of April 2010 to end of July 2010.
- Phase 1 (approximately 70 cars) will run from end August 2010 to end February 2010.

### **5.9.3 Project Outputs**

- Pool car system for staff transport.

### **5.9.4 Resource requirements**

#### **Project Staff**

- Project Manager (Fleet Services Manager).
- ICT support staff.
- Personnel support staff.
- Finance support staff.
- Programme management support staff.

**Note:** The above gives details of staff required to implement the project and does not include staff employed to operate the pool car system. The business case and benefits realisation profile include the staffing costs.

#### **Other Resources**

- Fleet of 100 pool cars.
- Parking for pool cars.
- Booking system.

### **5.9.5 Dependencies**

This project requires parking spaces from the HQ campus projects.

# Designing Better Services

## 5.9.6 Contribution to Objectives

How the project produces benefits.

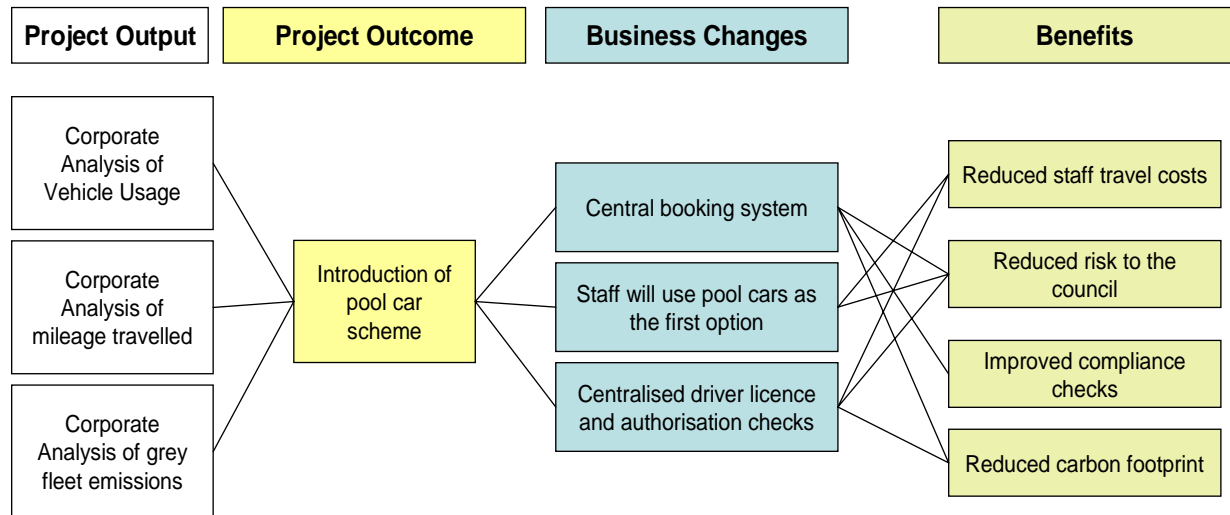


Figure 13 - Benefits from Pool Car Project

## 5.10 Vehicles Project - Transport, Vehicles and Plant Management

### 5.10.1 Description

This project will implement a corporate analysis and assessment of all transport, vehicle and plant needs. It will develop and apply improved methods for specifying, procuring and maintaining vehicles and plant to ensure maximum utilisation of vehicles and plant at lowest cost.

### 5.10.2 Timescales

The project will run from beginning April 2010 to end January 2011.

### 5.10.3 Project Outputs

- Economic driving policy and practice implemented
- System to provide comprehensive analysis of vehicle utilisation across the Council
- Vehicle and plant specification policy and practice
- Needs assessment of corporate vehicle and plant fleet requirements
- Procurement and disposal of vehicle and plant according to needs assessment

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- Improved Vehicle Maintenance Section working practices

## 5.10.4 Resource requirements

## 5.10.5 Project Staff – Same resource to lead and support the Pool Car Project:

- Project Manager (Fleet Services Manager).
- ICT support staff.
- Personnel support staff.
- Finance support staff.
- Programme management support staff.

**Note:** The above gives details of staff required to implement the project and does not include staff employed to operate the pool car system. The business case and benefits realisation profile include the staffing costs.

## 5.10.6 Other Resources

There are no other resources required.

## 5.10.7 Dependencies

There are no dependencies.

## 5.10.8 Contribution to Objectives

How the project produces benefits.

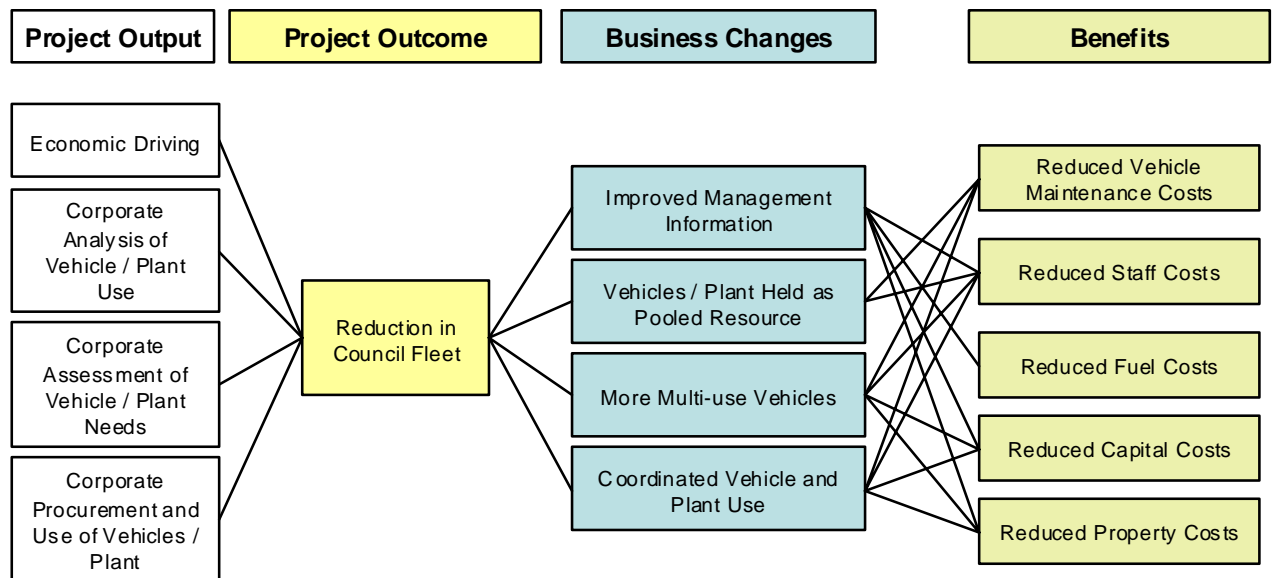


Figure 14 - Transport, Vehicles and Plant Benefits

# *Designing Better Services*

## **6. Implementation**

### **6.1 Introduction**

The programme is ambitious and complex with several key dependencies. The transformational nature of the change and lack of relevant experience of this type of change in a local government context introduces a level of uncertainty and risk. This level of complexity and uncertainty requires careful management.

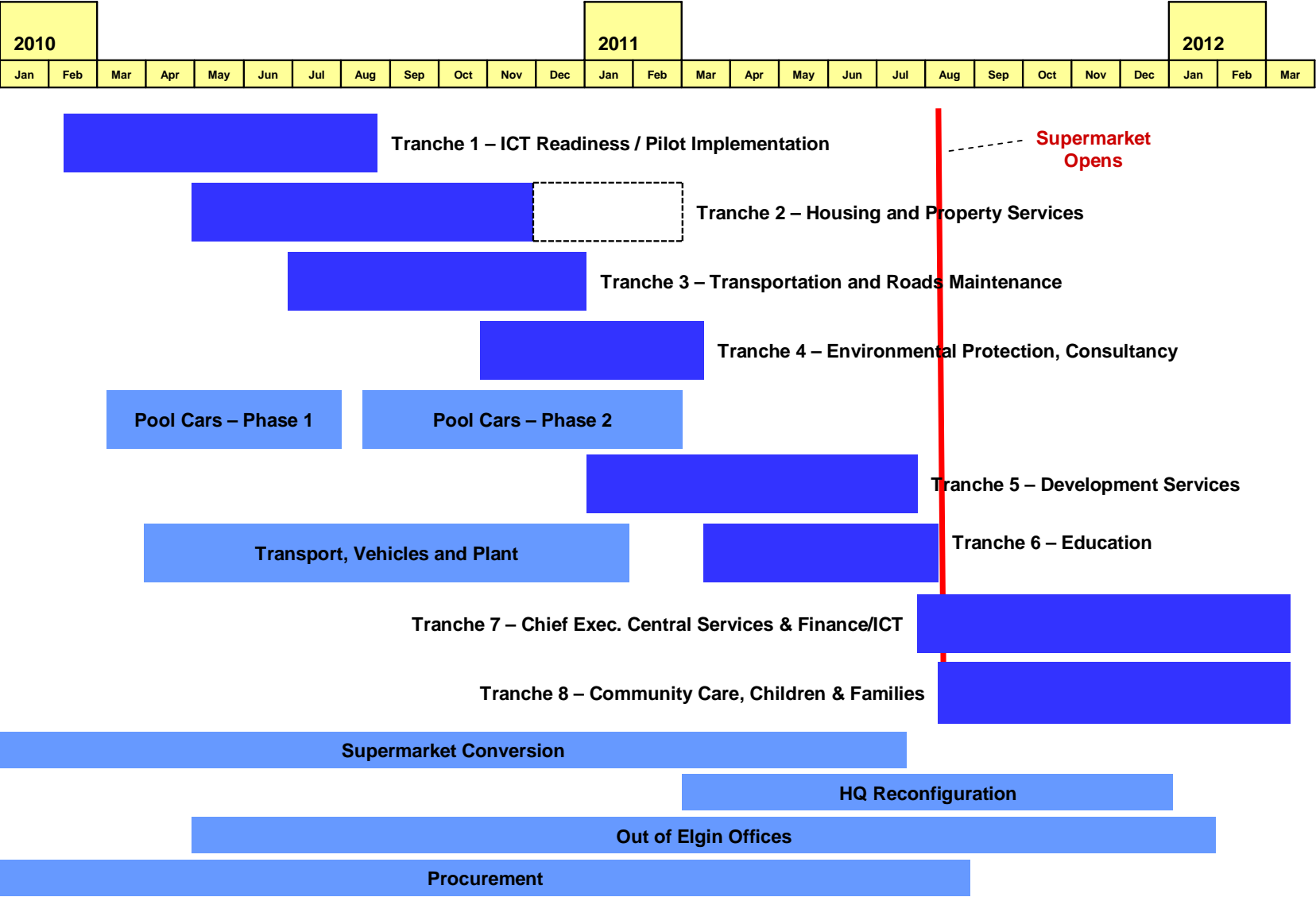
Paragraph 6.2 (below) shows the programme summary. The timescale for tranche 2 (Housing and Property Services) may be subject to change. This reflects the uncertainty inherent in a programme of this nature – it is not possible to accurately determining the effort required to complete the work. The uncertainty is represented by a dotted line at the end of the tranche. By the end of tranche 2 the Council will have experience of the transformation process and will be able to plan future tranches with greater confidence. The implementation team will also have learned practical implementation lessons to make future implementation more efficient and effective.

The programme will use the Office of Government Commerce (OGC) guidance on Programme and Project Management – ‘Managing Successful Programmes’ and ‘PRINCE2’:-

- The programme will be broken down into ‘tranches’
- Projects will adopt a ‘product led’ approach with clearly defined deliverables at key milestones
- Projects will be aligned to each other and to programme objectives
- Dependencies will be identified and managed

# Designing Better Services

## 6.2 Programme Summary



# Designing Better Services

## 6.3 Planning Assumptions

The following planning assumptions have been made:-

- Services will be transitioned before moving to the converted supermarket
- The customer services element of transition will take the longest and will determine the length of tranches
- We will become better and quicker at completing transitions as we gain experience (including better resource estimation and allocation e.g. avoiding bottlenecks)

## 6.4 Planning Approach

Implementation planning for all projects is based on a standard project planning framework detailing high level tasks and well defined deliverables (milestones).

The framework for the Core Project recognised the need for additional detail in order to complete the design before implementation:

The framework takes in two main areas of activity:-

- Business Analysis & ICT Development
- Human Resources

### 6.4.1 Business Analysis and ICT

<b>Task</b>	<b>Deliverable</b>
Review and confirm requirements <ul style="list-style-type: none"><li>• Business</li><li>• Functional</li><li>• User</li></ul>	Needs and requirements report signed off by project manager.
Process Analysis <ul style="list-style-type: none"><li>• Analysis and mapping of current processes</li><li>• Design and mapping of future processes</li></ul>	Process design signed off by project manager
Process Testing and Documentation <ul style="list-style-type: none"><li>• Execute functional testing</li><li>• User acceptance testing</li></ul>	Process testing report signed off by project manager and user.

## ***Designing Better Services***

<b>Task</b>	<b>Deliverable</b>
System Design (Designing ICT, and other systems, to support the process)	System design report signed off by project manager and user.
System Development and Testing (Implementing the process in ICT and other systems)	System development report signed off by Project Manager and user.
Go Live <ul style="list-style-type: none"> <li>• Write documentation</li> <li>• Configure equipment</li> <li>• User training</li> <li>• Go Live</li> <li>• Snagging</li> </ul>	Go live report signed off by Project Manager.

### **6.4.2 Human Resources**

<b>Task</b>	<b>Deliverable</b>
Change Management Training	Training report signed off by Head of Personnel
Organisational Design <ul style="list-style-type: none"> <li>• Confirm staffing numbers and structure</li> <li>• Prepare job roles, Job Descriptions and Person Specifications</li> <li>• Complete grading assessments</li> </ul>	Organisational design report signed off by project managers / Head of Personnel

## ***Designing Better Services***

<b>Task</b>	<b>Deliverable</b>
Change Management Plan <ul style="list-style-type: none"> <li>• Compare old and new structures (including 'knock on' effects)</li> <li>• Identify vacancies and changed, 'at risk' and unchanged jobs</li> <li>• Analyse impact on affected staff</li> </ul>	Change management plan signed off by project managers / Head of Personnel
Formal consultation on change plan with staff in scope and Trade Unions	Formal consultation report signed off by Head of Personnel & Programme Manager
Implementing New Organisational Design <ul style="list-style-type: none"> <li>• Appointments, transfers, exit</li> <li>• Training / induction on new ways of working and new technology</li> </ul>	Organisational design implementation report signed off by project managers and Head of Personnel.

### **6.5 Resources**

Dedicated resources will be required to support the delivery of the programme outcomes. The roles and responsibilities detailed below are outlined in section 7 – Governance and Risk. The resource requirements are as follows:

<b>Roles</b>	<b>Task</b>	<b>Duration (March 10 to Mar 12)</b>	<b>Costs Per Year</b>
Programme Management	Complete overview of the programme	Duration of the programme	£65K
Programme Administration	Support to programme and projects	Duration of the Programme	£35K
Programme Communications	To keep all stakeholders informed Specialists Technology	Duration of the Programme	£38K

## ***Designing Better Services***

<b>Roles</b>	<b>Task</b>	<b>Duration (March 10 to Mar 12)</b>	<b>Costs Per Year</b>
Project Management	Dedicated Project Manager required for the Core project.	Duration of the Programme	£45K
	The remaining projects lead by Service officer Backfill to support Service Officers	Property & Vehicles Projects	£36K
Project Officers and Support	To support the analysis and delivery of the Core Project	Duration of the Programme	£186K
Specialist Support	HR staff to support the transformation	Duration of the Programme	£58K
Other costs	Property / T&S / Equipment / ICT / Training	Duration of the Programme	£60K
		<b>TOTAL</b>	<b>£525K</b>

The costs detailed above are all included in the business case costs, referred to in Section 3 of this document. It is noted that the business case does not include the time of other Councils staff. These costs will be substantial and include:-

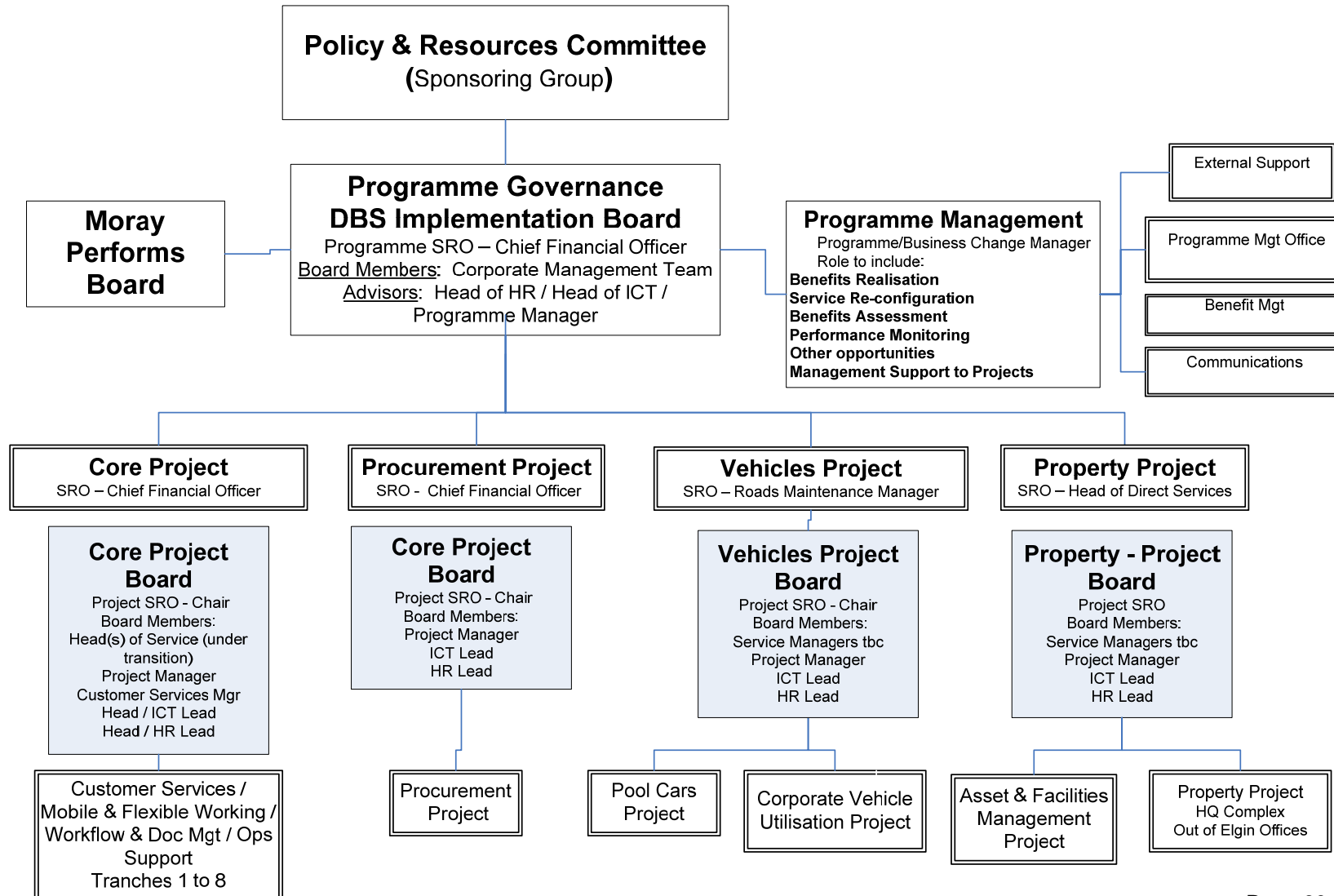
- ICT
- Personnel (advisers and training team)
- Service staff involved in each tranche
- Managers involved in programme governance
- Finance

# Designing Better Services

## 7. Governance and Risk

### 7.1 Governance Structure

The organisation of the governance to support the programme through to full implementation is as follows:



# Designing Better Services

## DBS Programme Board

Programme SRO – Mark Palmer

**Board Members:** Corporate Management Team

**Advisors:** Head of HR / Head of ICT /  
Programme Manager

Frequency of meetings: 2-monthly

### Roles & Responsibilities:

1. Be accountable for the programme's success
2. Ensure programme delivers:  
Cost / Organisational impact / Change is embedded / Benefits Realised
3. Provide leadership and direction
4. Secure investment to fund transition and realise benefits
5. Provide direction for delivery and implementation
6. Accountable for delivery and governance
7. Manage stakeholders
8. Manage key strategic risks
9. Align programme with strategic direction of the council  
"Minimise risks, minimise investment, maximise benefits"

## Project Board

Project SRO – Chair

**Board Members:**

Head(s) of Service (under transition) – (Core Project)

Project Manager

Specialist Managers – As Required

ICT Lead

HR Lead

Frequency of meetings: Monthly

### Roles & Responsibilities:

1. Managing the delivery of the new capabilities
2. Own the project plan
3. Represent the future users and providers of the new capability – define the quality
4. Maintain strategic alignment of project with organisation
5. Resolve conflict
6. Manage: Risks / Assumptions / Dependencies / Issues / Changes
7. Sign-off completion of each tranche – new capabilities
8. Benefit Realisation
9. Quality Assurance  
"Time, cost, quality"

## Project Management Team

Project Manager x1

Service - Subject Matter Experts

(From Services areas in scope)

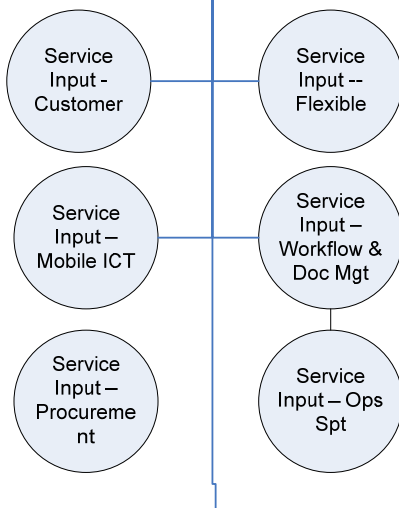
Senior Project Officers (SPOs)

ICT / HR staff

Frequency of meetings: Weekly

### Roles & Responsibilities:

1. Develop and manage the core project plan
2. Day to day management of the core project
3. Ensure delivery of new capability
4. Monitor progress
5. Manage RADIC
6. Manage Service & Project resources
7. Report to Project Board
8. Map benefits  
"On budget, on time, right quality"



### Roles & Responsibilities:

1. There will be a requirement for significant service input to identifying the needs, defining the new processes, managing the transition and delivering the benefits.
2. Service managers will be supported by specialist staff
3. Service managers will have responsibility for the design, build and implementation of all changes within the Service
4. Assist in the design and implementation of training
5. Identify other opportunities not included in the business case
6. Develop operational plans, policies and procedures and KPIs

### Commitment & Meeting:

- Considerable time commitment for Service staff officer (lead) for the duration of the tranches
- Expectation for Service staff to come out of a service for extended periods to design new ways of working
- Expectation for services to host specialist teams coming into the Service.
- Other representatives requirements as determined by the plan
- Weekly progress meetings

## Programme / Project Support

### Change Preparation

Senior / Project Officer (x5) – Business Analysis

ICT Officers – Preparation for Change (Existing Staff)

HR Officer – Preparation for Change (Existing Staff)

### Change Implementation

Service Officers - Implementation (Existing Staff)

ICT Implementation (Existing Staff)

HR Implementation (Existing Staff)

**Business Analysis:** Support staff will lead and support the redesign of the service – examinations of what is done now and design the future

### ICT Implementation:

- Procurement / Go-live planning / System development & testing / go-live / decommission

### HR Implementation:

- Organisational design / support the delivery of the change mgt plan / lead the consultation / training / implementation new org / support the redesign of the existing org

# Designing Better Services

## 7.2 Roles / Responsibilities

The following diagram outlines the key roles and responsibilities:

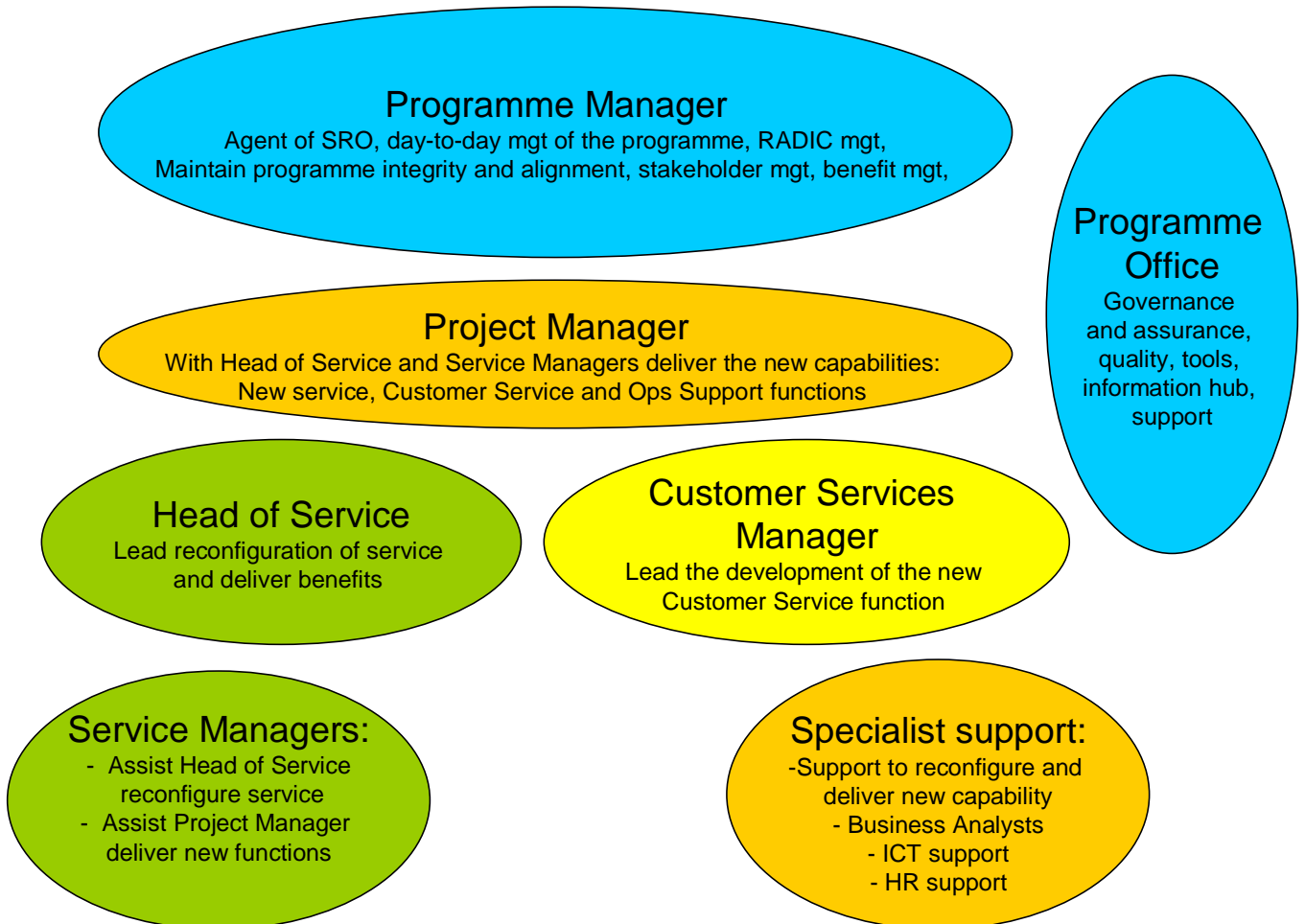


Figure 15 - Roles & Responsibilities Summary

The project managers will be responsible for delivery of the new capabilities detailed in the blueprint and project summary. The programme manager will be responsible for realising the benefits, maintaining programme integrity and managing stakeholders.

## *Designing Better Services*

### **7.3 Risk Management**

#### **7.3.1 Risk Overview**

This section details the major programme risks. Risks are assessed against the programme objective:-

**To deliver the benefits defined in the programme business case.**

The programme is amongst the biggest and most complex undertaken by a Scottish Local Authority. This level of ambition brings significant risks which must be managed. Many of the programme outcomes are well established and understood in the private sector and other public sector organisations. This helps to identify and understand the risks.

There are no major external risks to the programme. The risks are internal and revolve around the Council's will and ability to change and the estimates of time and resources required to complete the implementation plan.

## ***Designing Better Services***

### **7.3.2 Implementation Phase Objective – Deliver the benefits defined in the business case**

<b>No.</b>	<b>Risk Description</b>	<b>Controls in Place</b>	<b>Controls Required</b>
1	<p>If the programme fails to manage benefits realisation, then...</p> <p>Services will not be committed to realising and maximising benefits,</p> <p>The programme will not have a way of measuring, tracking and recording benefits,</p> <p>Benefits can not be used as focus for change,</p> <p>The risks to achieving benefits will not be managed, results in...</p> <p>Failure to realise benefits.</p>	<p>Programme approach is directed to realising benefits.</p> <p>Benefits are identified and clearly defined in the programme definition document.</p> <p>Governance in place - SRO and Programme Board accountable for realising benefits.</p> <p>Managers and Programme Manager have clear roles and responsibilities for realising benefits.</p>	<p>Make benefits realisation the top priority in performance management for all managers and staff involved.</p> <p>Track and report on benefits to manage performance.</p>

## ***Designing Better Services***

<b>No.</b>	<b>Risk Description</b>	<b>Controls in Place</b>	<b>Controls Required</b>
2	<p>If the programme has ineffective leadership, then...</p> <p>The programme will not be able to persuade and influence stakeholders,</p> <p>Service managers will not lead their services through the uncertainty of change,</p> <p>The benefits will not be clearly identified, communicated and understood, results in...</p> <p>Programme failure.</p>	<p>Stakeholder management:-</p> <ul style="list-style-type: none"> <li>• Key messages</li> <li>• Stakeholder analysis</li> <li>• Communications plan</li> <li>• Resources secured</li> </ul> <p>Programme vision detailed in the blueprint (in Programme Definition Document).</p>	<p>Continued emphasis on:-</p> <ul style="list-style-type: none"> <li>• Consistent, united vision of future</li> <li>• Visible support for the change and the benefits</li> </ul> <p>Identify leaders at all levels and involve them in leadership:-</p> <ul style="list-style-type: none"> <li>• Councillors</li> <li>• Senior Managers</li> <li>• Business change managers</li> <li>• Service managers</li> <li>• Team leaders</li> </ul>

## ***Designing Better Services***

<b>No.</b>	<b>Risk Description</b>	<b>Controls in Place</b>	<b>Controls Required</b>
3	<p>If the programme is not adequately defined or controlled, then...</p> <p>The project outputs will be delayed, Costs will increase, Unexpected risks and issues will arise, results in... Reduced benefits.</p>	<p>Programme definition document developed:-</p> <ul style="list-style-type: none"> <li>• Business case</li> <li>• Blueprint of future Council</li> <li>• Summary of projects               <ul style="list-style-type: none"> <li>- Main deliverables defined</li> <li>- High level tasks identified</li> <li>- Resources estimated</li> </ul> </li> <li>• Implementation plan</li> <li>• Risks identified</li> </ul>	<p>Project plan detail to be added. Monitoring and control activities and performance targets to be set.</p>
4	<p>If members do not prioritise the programme, then...</p> <p>Other corporate demands and initiatives will take precedence, results in... Lack of resources to complete the programme.</p>	<p>Governance arrangements – Programme Board report to P&amp;R Committee and Moray Performs Board.</p> <p>Resource requirements estimated, based on standard planning approach.</p> <p>Programme will have Committee scrutiny and approval before progressing.</p>	<p>Regular reports to P&amp;R, Moray Performs on benefits achieved to confirm value of programme.</p>

## ***Designing Better Services***

<b>No.</b>	<b>Risk Description</b>	<b>Controls in Place</b>	<b>Controls Required</b>
5	<p>If services do not prioritise programme activities, then...</p> <p>The changes required within services will not be adequately resourced, results in...</p> <p>Failure to implement change.</p>	<p>Service managers have clear roles and responsibilities for implementing change.</p> <p>Resource requirements estimated, based on standard planning approach.</p> <p>Stakeholder management and communications plan.</p>	<p>Detailed resource requirements to be identified in project plans.</p> <p>Change implementation to be prioritised in performance management.</p> <p>Track and report on change implementation to manage performance.</p>
6	<p>If the ICT and Personnel support activities are not prioritised, then...</p> <p>The required support will not be adequately resourced, results in...</p> <p>Failure to implement change</p>	<p>Required ICT and Personnel contributions have been defined:-</p> <ul style="list-style-type: none"> <li>• Deliverables</li> <li>• Schedule</li> <li>• Estimated resources</li> <li>• Roles / responsibilities</li> </ul> <p>Additional Personnel staff to be appointed.</p>	<p>Detailed ICT and Personnel resource requirements to be identified in project plans.</p> <p>ICT and Personnel support deliverables to be prioritised in performance management.</p> <p>Track and report on ICT and Personnel deliverables to manage performance.</p>

## ***Designing Better Services***

<b>No.</b>	<b>Risk Description</b>	<b>Controls in Place</b>	<b>Controls Required</b>
7	<p>If managers and staff implementing the programme (service managers, programme and project managers and staff), do not have sufficient change and project / programme management skills, then...</p> <p>The changes will not be effectively managed, results in...</p> <p>Failure to deliver changes or litigation.</p>	<p>Consultancy support provided in phases 1 and 2.</p> <p>Programme management training provided.</p> <p>Business analysis training provided (Lagan CRM implementation).</p> <p>Senior Management Training provided (2007).</p> <p>Roles and responsibilities have been defined.</p>	<p>Carry out training needs analysis.</p> <p>Provide training to fill identified skills gaps.</p> <p>Personnel will support managers in managing personnel aspects of change.</p> <p>Change management training / briefing to be provided to service managers.</p>
8	<p>If the programme is not acceptable to staff and unions, then...</p> <p>The unions initiate industrial action, results in...</p> <p>Delays and changes to the programme.</p>	<p>Stakeholder management and communications plan.</p> <p>Dedicated communications officer.</p>	
9	<p>If the time and or level of resources required to effect the programme have been understated, then...</p> <p>The programme will take longer to complete than estimated.</p>	<p>Programme plan and project plans established. These will be managed by the programme board and project boards respectively.</p>	<p>Review progress during and at the end of each tranche. Amend plans based on lessons learned.</p>