

Corporate and Communities Overview and Scrutiny Panel

Wednesday, 18 November 2020, 2.00 pm, Online only

Membership

Councillors:

Mr A D Kent (Chairman), Mrs M A Rayner (Vice Chairman), Mr G R Brookes, Mr K D Daisley, Mrs A T Hingley, Mr R J Morris, Prof J W Raine, Ms C M Stalker and Mr A Stafford

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Date of Issue: Wednesday 11 November 2020

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CORPORATE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL 18 NOVEMBER 2020

CORPORATE REDESIGN PROGRAMME UPDATE

Summary

1. The Cabinet Member with Responsibility for Transformation and Commissioning and the Strategic Director of Commercial and Change have been invited to the meeting to update the Panel on developments relating to the Corporate Redesign Programme.

Background

2. In March this year, the decision was made to pause the Corporate Transformation Programme in light of the impacts of COVID-19, allowing the Council to focus its attentions on COVID-19 response activities. The programme included a number of initiatives that formed part of the Corporate Redesign Programme, designed to deliver centralised operating models across the Authority, and was supported by both internal and external resources. Internal resources were reassigned, and external support stood down indefinitely.

3. Since August this year, the Transformation Programmes Team has begun exploring opportunities to deliver smaller scale, light-touch changes covering a limited number of these initiatives, and designed to further enhance efficiency and effectiveness, as well as develop capability, without the need for major structural change. These initiatives include:

- Creation of a Centralised Transformation and Programmes Team
- Development of a Category Led Commercial Team
- Creation of a Centralised Business Support Function
- Redesign of Human Resource (HR) services/operating model
- People Directorate Operating Model Review

4. These projects are being led and delivered in-house utilising the resource and expertise available within our Transformation and Programmes function. They have been designed to enhance the Council's ability to deliver services in the new environment in which we are now operating whilst ensuring minimal disruption and impact on individual roles.

5. As an organisation the Council continues to learn from the current way of working identifying practices that have been adopted that will enable enhanced productivity and effectiveness when the response phase of the COVID-19 pandemic is over. The learning from the digital experience will be particularly valuable in this regard.

6. Below is a summary of progress for each of the projects that have continued to be progressed in a revised form.

Creation of a Centralised Transformation and Programmes Team

Scope of the project (as revised)

7. The centralisation of the Council's transformation and programme resources has been designed to deliver a consistent, robust and effective approach to programme and project delivery for the Council. Investment over the course of the past 12 months has allowed the Team to be upskilled in Lean Six Sigma, PRINCE and Managing Successful Programmes (MSP), with the new structure also introducing specialisms in change management and change enablement.

8. The new structure will deliver:

- Centralisation of People and Corporate transformation and programme resources into a single team, incorporating Corporate, People and Worcestershire Children First (WCF) functions
- Development of a change management function, with dedicated change management and change enablement expertise to help embed our programmes
- A move towards directorate portfolio management, adopting a business relationship management approach.
- Updating of the Council's programme governance and procedural model to cover its collective change activities.

Status

9. The People Programmes Team have been centralised into the Commercial and Change (COACH) Directorate as of September this year. A new structure has been developed which includes the migration of WCF programme resources under the People pillar, and the creation of a Change Management function under the Corporate pillar.

10. The Project conclusion is anticipated for January 2021.

Development of a Category Led Commercial Team

Scope of the project (as revised)

11. The project will look to develop a fully centralised commercial function with end to end responsibility for whole life-cycle sourcing, ranging from internal capability assessment, strategy development, and early market engagement, through to sourcing, contract negotiation, and contract & supplier relationship management. Whilst the revised scope limits the degree of centralisation of resources, the restructure will look to embed a Chartered Institute of Procurement and Supply (CIPS) category management model, with an enhanced focus on contract management and market shaping.

12. The purpose of the restructure is to:

- Create a best practice category management focused operating model, capturing the requirements of the full lifecycle procurement process
- Restructured to 3 pillars – People, Place and Corporate (Resources)
- Enhanced capability and expertise around strategy development, market engagement and supplier relationship management
- Dedicated resources responsible for Contract Management of high-value strategic contracts
- Technology solutions designed to minimise transaction and tactical sourcing

Status

13. A new structure has been developed, with roles and job descriptions currently under evaluation (preliminary informal reviews suggest they are suitable and will be graded appropriately). An 8-step category management model has been developed, and specific roles created to support contract and supplier relationship management. Role mapping has commenced, and recruitment to vacancies (which have been held whilst ongoing) is anticipated to begin from December 2020. Transactional/tactical sourcing solutions are being considered.

14. Targeted completion of the restructure will be January 2021.

Creation of a Centralised Business Support Function

Scope of the project (as revised)

15. The Scope of the project will be:
- Development of an optimised support model for business support across the Authority
 - Centralisation of generic business support administrative staff from wider directorate functions
 - Development of an executive support model for Chief Officers Group (COG), Senior Leadership Team (SLT) and Members.

Status

16. An initiation business case and implementation paper has been developed, split in to five phases. This is currently being reviewed and revised by the Chief Officers Group. Targeted completion will be by June 2021.

Redesign of Human Resources services/operating model

Scope of the project (as revised)

17. The scope of the project:
- Creation of a new function called Human Resources, Organisational Development and Engagement bringing together HR, OD, Communications and Health and Safety
 - The new function has an existing savings target of £655k for 2021/22
 - Key aims of the review include:
 - Introduction of generic roles
 - Demonstration of clear career pathways

- Ensure flexibility within service
 - Recognition of attitude versus professional accreditation
 - Reduced complexity
 - Development of roles recognised in the market
- Phase 1 – Development of the HR, OD and Engagement Leadership Team (new posts) and HR Operations – Tier 2/3 capacity
 - Phase 2 – Focus on HR Operations at (T4-5), Learning and Development review, Organisational Development, Communications, Health and Safety and Re-design (e.g. centralisation, governance, BP, Policy)
 - In addition to the review there are specific cross organisational priorities including setting a 3-year Workforce Strategy, delivering on our Apprenticeship Strategy and continuing to embed our performance maturity model.

Status

18. A new function was created following Full Council agreement in December 2019:
- Pensions would move to Finance (completed 12 September 2020).
 - HR OD and Engagement Review Phase 1 underway
 - HR OD and Engagement Leadership Team structure developed, and recruitment campaigns underway for Phase 1 roles including development of generic Team Manager job role.
 - Scoping of HR OD and Engagement Review Phase 2 including wider HR OD restructure is underway. Project completion anticipated March 2021.
 - The Workforce Strategy and Apprenticeship Strategy have now been approved at Senior Leadership Team/Chief Officer Group and are on track to be fully implemented by March 2021.

People Directorate Operating Model Review

Scope of the Project

19. The Strategic Director for People came into post in May 2020 and has brought together teams from Communities, Public Health, Adults Social Care and Client Role for WCF. The Strategic Director has led the development of the People Strategy, including a focus on ensuring that the right people and capacity is in the right place to drive the Directorate's focus to improve people's independence.

20. To deliver the agreed Directorate Strategy a single organisational structure is being designed that focusses on:

- developing a One Directorate approach
- creating capacity for transformation and continuous improvement
- is right-sized and appropriately resourced, with sufficient capacity to deliver the strategy
- is fit for purpose in terms of the types of roles, and number, as well as in the process, procedural and governance frameworks that are developed
- is future proofed for the next 2-3 years of service delivery

Status

21. Cashable savings have been delivered through staffing restructures in-year as a result of the Directorate's organisation re-design. Interim leadership capacity has been secured to continue to shape and drive the programme of change and the Appointments etc. Panel will consider the recommended new leadership for the People Directorate that will continue to evolve into the New Year.

22. The new Community Reablement Service went live on 26 October 2020, this new model and structure within the current Homecare offer is promoting independence for the residents of Worcestershire and avoids the need for long-term care and support/education.

23. In addition, the Directorate have supported and enabled the centralisation of support functions including; Programme Management and Finance Transactions – and are working with colleagues to move towards a more centralised executive and business support model for the Council. The People Directorate are also working closely with colleagues in WCF to develop an All Age Disability Service to offer longer term life and independence planning for children and young people into adulthood.

Purpose of the Meeting

24. The Panel is asked to:

- consider and comment on the feedback from the Strategic Director of Commercial and Change; and
- determine whether any further information is required.

Supporting Information

N/A

Contact Points

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Background Papers

In the opinion of the proper officer (in this case the Strategic Director of Commercial and Change) there are no background papers relating to the subject matter of this report:

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