

Cheltenham Borough Council
Cabinet – 12th February 2019
Modernisation Case for Change

Accountable member	Cllr Alex Hegenbarth
Accountable officer	Darren Knight, Executive Director for People & Change
Ward(s) affected	All
Key/Significant Decision	No
Executive summary	<p>The purpose of the modernisation programme is to deliver a positive customer experience by being a digitally enabled council whose employees have a commercial mind-set and appropriate expertise to deliver our priorities.</p> <p>The modernisation programme will help improve the way services are delivered to customers, contribute towards the Council's medium-term financial strategy and position the Council to be able to respond to future opportunities and challenges.</p>
Recommendations	Cabinet support and approve the Modernisation Case for Change

Financial implications	<p>All financial savings (cash, non-cash and any income generation) achieved from the programme will be put into the value for money dashboard to ensure financial performance of the programme is tracked, monitored and is transparent. When improvements are due to be implemented (stage 4 of the programme) they will be based on data and on an 'invest to save' basis, with each initiative having its own return on investment case.</p> <p>Contact officer: Jon Whitlock</p> <p>Email: jon.whitlock@publicagroup.uk</p> <p>Tel: 01242 264354</p>
Legal implications	<p>No specific implications at this stage. The council will need to comply with its obligations under various legislation and the council's constitution when implementing the Modernisation programme including Data Protection legislation, the duty to consult (under the Local Government Act 1999 and the Equality Act 2010), employment legislation and the council's Contract Rules.</p> <p>Contact officer: Shirin Wotherspoon</p> <p>Email: shirin.wotherspoon@teWKesbury.gov.uk</p> <p>Tel: 01684 272017</p>

HR implications (including learning and organisational development)	<p>The Modernisation Programme will bring significant benefits for the council including the investment and development of employees to ensure they have the tools to adapt to the new ways of working in order to meet the opportunities and challenges ahead.</p> <p>HR will work closely with the council to help support the new ways of working and the accompanying cultural change. Indeed the Talent & Development Team will work with the council to support employees attaining a commercial mind-set and the skills to deliver the council's priorities and changing requirements.</p> <p>The Recruitment Team will also work closely with the council to ensure it is recognised as an employer of choice. To date HR have proactively supported organisational development by way of union engagement sessions, a new online appraisal system and improvements to the recruitment processes to achieve a more modern streamlined experience for the candidate. Indeed HR has always worked in partnership with the trade unions and is committed to doing so.</p> <p>HR will continue to maintain a positive working relationship with all relevant parties to ensure the desired outcomes for the council are achieved during its modernisation journey.</p> <p>Contact officer: Carmel Togher, HR Business Partner</p> <p>Email: carmel.togher@publicagroup.uk</p> <p>Tel: 01242 264391</p>
Key risks	<p>The programme risks are summarised in the Case for Change document in section 10</p>
Corporate and community plan Implications	<p>None at present.</p> <p>There is a Community Impact Assessment within the case for change. This will be monitored and updated as the modernisation programme progresses.</p>
Environmental and climate change implications	<p>None</p>
Property/Asset Implications	<p>There are opportunities and efficiencies that smart working can provide the Council, which will help make best use of its assets.</p> <p>Contact officer: Simon Hodges</p> <p>Email: simon.hodges@cheltenham.gov.uk</p> <p>Tel: 01242 264151</p>

1. Background:

- 1.1** In October 2018, the People & Change Directorate was set an objective to develop a case for change for modernisation by March 2019.
- 1.2** Appendix one is the proposed modernisation case for change, which outlines the rationale, approach and benefits that a Council wide modernisation programme will deliver for residents, members, staff and partners upon successful completion.

2. Reasons for recommendations:

- 2.1** The modernisation programme is one of the key priorities within the new Corporate Plan and the case for change is recommended for approval by Cabinet for the following reasons:
 - There is an opportunity to improve how services and information are accessed by customers through maximising advancements in technology by improving processes and procedures;
 - Modernisation programme will contribute towards the Council's Medium Term Financial Strategy and financial self-sufficiency;
 - Modernisation could enable additional capacity and resources to be freed up.

3. Alternative options considered:

- 3.1** Not embarking on a modernisation programme was considered but was dismissed for the following reasons:
 - The Council needs to continue to make financial savings to support objectives set out in the Medium Term Financial Strategy. There is a minimum savings target identified of £300,000 from modernisation;
 - The Council has an ambitious agenda and to effectively support this, the organisation needs to be working as efficiently as possible by maximising the improvements that technology can now provide;
 - By taking an organisational wide approach will ensure that decisions are made based on a wider view of what the Council needs and what further commercial opportunities can be identified.

4. Consultation and feedback:

- 4.1** The development of the case for change, has included consultation and feedback with the following stakeholders:
 - 100 members of staff took part in the corporate planning sessions;
 - Digital discovery day facilitated by a leading public sector consultancy which included the Leader of the Council and Executive Leadership Team;
 - Regular briefings and updates for the Cabinet Member with responsibility for Corporate Services;
 - Monthly meetings with the Public Transformation Team;

- Unions briefed on the modernisation programme via the Joint Liaison Committee;
- Other partner organisations such as Cheltenham Borough Homes, Ubico etc. have also been briefed on the proposed modernisation programme;
- The modernisation programme was also reviewed and supported by the recent LGA Peer Review.

5. Performance management – monitoring and review

- 5.1** As outlined in the case for change, there is a governance framework, which is illustrated in section 5 of the document that will oversee the modernisation programme.
- 5.2** All financial savings (cash, non-cash and any income generation) achieved from the programme will be put into the value for money dashboard to ensure financial performance of the programme is tracked, monitored and is transparent.
- 5.3** When improvements are due to be implemented (stage 4 of the programme) they will be based on data and on an 'invest to save' basis, with each initiative having its own return on investment case.
- 5.4** By combining our efforts into one programme there is a stronger financial opportunity for the Council to make savings and create greater efficiencies from a focused, organisation-wide modernisation programme rather than by a service by service approach.

6. Recommendations:

- 6.1** Cabinet support and approve the Modernisation Case for Change and progress of the modernisation programme will be reported via the quarter performance report
- 6.2** Any future key investment decisions resulting from the modernisation programme will be reported to Cabinet for consideration and decision, as and when they arise.

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Appendices	1. Modernisation Case for Change
Background information	None