

Report to: **Audit, Best Value and Community Services Scrutiny Committee**
Date: **15 March 2013**
By: **Assistant Chief Executive, Governance and Community Services**
Title of report: **Agile Working Programme**
Purpose of report: **To update the Committee on the Agile Working Programme**

RECOMMENDATION: The Committee is recommended to note and comment on the contents of the report.

1. Financial Appraisal

1.1 The financial implications are set out in point 2.2 below.

2. Supporting Information

Background

2.1 In July 2012, Corporate Management Team (CMT) received a report setting out the potential scope and high level outcomes for the Agile Working Programme (AWP). These were:

- Option 1 – an enhanced status quo involving the issue of more mobile devices and rationalisation of our corporate accommodation from 18 buildings to 3 “hubs”.
- Option 2 – to deliver option 1 but to increase the utility and effectiveness of the mobile devices by implementing a corporate Electronic Document & Records Management System (EDRMS) layer with integrated Customer Relationship Management (CRM) system.
- Option 3 – to deliver options 1 and 2 but to fully leverage the investment to be made by also including full business process change and technology integration.

2.2 CMT approved the scale of intervention expressed under option 3 subject to the development of a High Level Outline Business Case (HLOBC) for options 2 and 3 in order to compare and contrast the potential costs and benefits of each. This was delivered in October 2012 and illustrates that:

- While costing slightly less to deliver, option 2 fails to deliver the potential level of savings that option 3 does.
- The successful delivery of the outcomes of option 3 are key to the ambitions for other key programmes currently being developed within the organisation (e.g. Customer Focus).
- While the savings and capabilities delivered by option 3 are desired, the scale of intervention required for its successful delivery are such that a strategic partner is necessary to significantly improve the organisation’s capacity and capability.

2.3 Based on this analysis, CMT approved option 3 as the scope and outcomes for the AWP. This was subsequently approved by Cabinet in November 2012. Since Cabinet approval, the options for procuring a strategic partner have been developed and considered.

3. Agile Systems and Processes

3.1 It is fundamental that our technical infrastructure (both software and hardware together with the necessary connectivity) will provide the backbone for an agile organisation. This will mean that we have the following capability:

- A corporate enterprise level Customer Relationship Management (CRM) system enabling a “golden” customer record.

- An integrated corporate enterprise level Electronic Document & Records Management System (EDRMS) where documents are saved centrally and accessible by those who need that information.
- A corporate electronic mailroom where incoming post is scanned and saved appropriately.
- A technical infrastructure ensuring line of business systems, and related data, records and information are accessible from any connected location and are as integrated as possible.
- A technical infrastructure ensuring line of business systems and related data are accessible offline.
- Business processes are re-engineered ensuring reduction of duplication and effort across and within Directorates.
- Electronic workflow is introduced to support re-engineered processes corporately and within Directorates.
- Integrated line of business software with CRM and EDRMS.

4. Agile workforce

4.1 Staff will be allocated a worker profile based on information collected directly from them and based on the outcomes the business needs to deliver for those roles. Staff will be expected to work in a very different way, using new tools and processes to meet business outcomes. This change should not be under-estimated, and inevitably, some of the 10% efficiency savings that are quoted in the High Level Outline Business Case (HLOBC) will come, over time, from a reduction in the number of staff required as processes and delivery becomes more streamlined. Staff will need to be supported appropriately during the change process and it is imperative that the technical solutions chosen and connectivity will be appropriate and effective. At a high level, these are some of the changes that will affect the workforce:

- Staff will be able to provide a more flexible and faster service approach particularly those that spend time in the field with the ability to work in a real time environment.
- Required data and customer information will be centrally retrievable and accessible.
- There will be less need for office accommodation and fixed desk space as staff will be able to work from home, any designated office desk or location.
- Staff are equipped with the necessary hardware (including telephony) and software to work from any location across the County (if their profile dictates).
- Improved work-life balance as staff can have greater opportunities to work from different locations and at different times.

5. Agile customers

5.1 By creating a customer focussed agile organisation with centralised records and data delivered through the programme our interactions with customers will be more complete and accessible both for the purposes of service delivery and strategy development through the Customer Focus Programme. However, in the shorter term customers should see:

- An improvement in service delivery speed.
- Better choice and frequency of appointments with council officers (particularly for those customers in the home).
- A more joined up approach to contacting the council (centralised customer record and history).

6. What Agile does not change

6.1 Agile and customer focus will be the major business transformational change programme for ESCC. With the support of an external partner and CMT direction, this will change the way our workforce currently perform, where “work is what we do and how we do it not where it happens”! However, whilst Agile provides an infrastructure for change it will not resolve all change for the organisation or other corporate programmes.

- Agile won't overlap into delivering business outcomes or service delivery which will continue through existing service reviews, such as THRIVE.
- Whilst ICT is an integral enabler for Agile, the ICT strategy continues to run alongside the AWP.
- Agile won't fundamentally change our interactions with customers which will be defined through the Customer Focus Programme and its strategy.
- Agile in itself can't change the organisational culture, and business change has to be supported from within the Directorates and from CMT.

7 Conclusion and Reason for Recommendation

7.1 The Committee are recommended to note and comment on the contents of the report.

SIMON HUGHES

Assistant Chief Executive, Governance and Community Services

Contact Officer: Julian Osgathorpe Tel No: 01273 335518

Local Member: All

Background Documents

None

