# Future Guildford Programme Board

23rd August 2021

Agenda

1. Operating model paper
2. Digital roadmap and governance
3. Transition update for phase B areas
4. Benefit paper update
   a) Programme aims
   b) Financial benefits
   c) Customer experience performance update

Questions from the board on operating model papers

FG aims

Design principles

Purpose of work

Activity types (tiers 0-3)

New ways of working
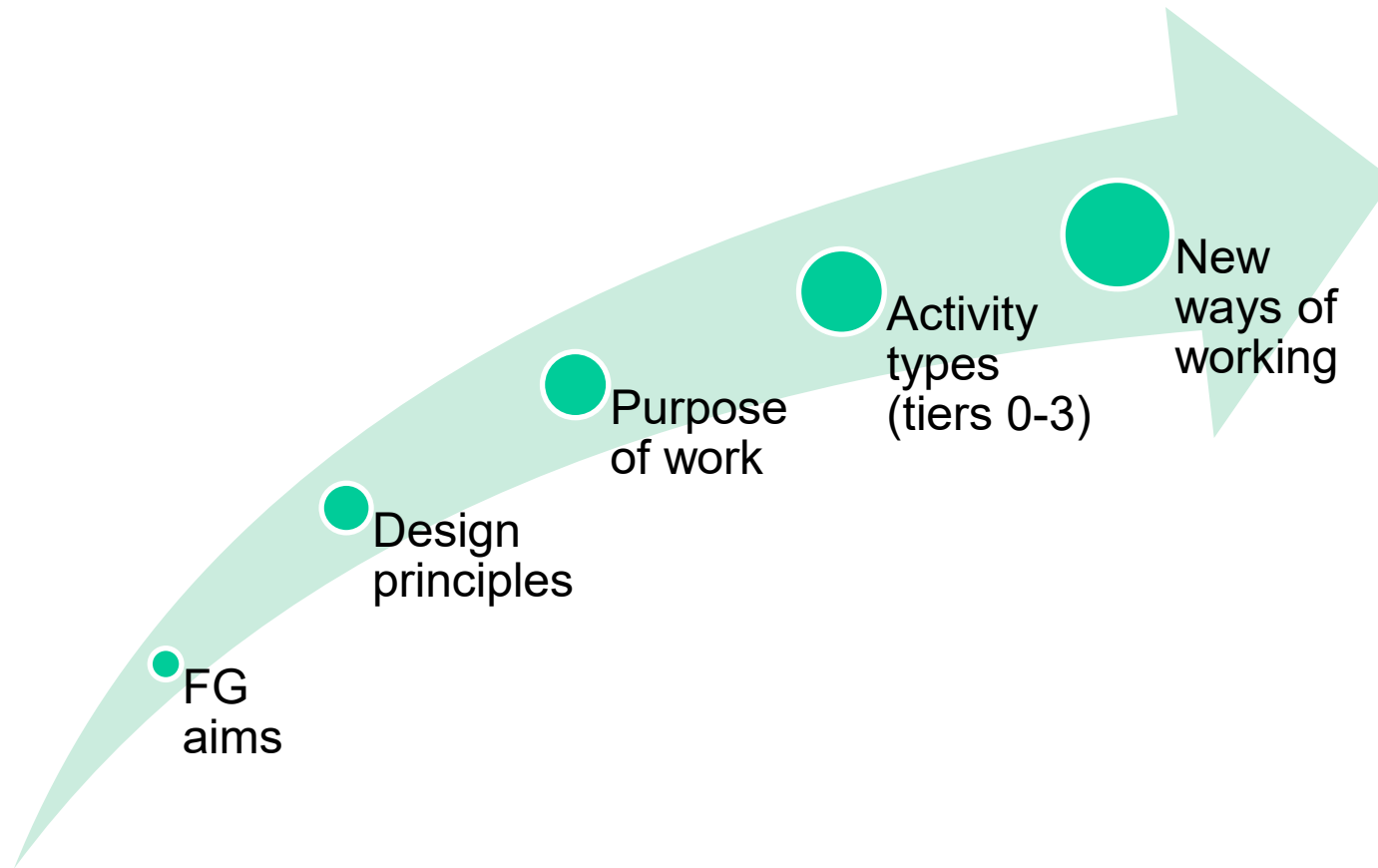
2. ICT and Digital roadmap and governance

New arrangements effective from June 2021

Background

- GBC has just completed its most significant transformation programme to date
- The programme has involved a £3.8m investment in new technology (including implementation costs)
- The Future Guildford programme has been responsible for the governance of this investment to date, including project funding and approval, system choice and implementation
- With the programme drawing to a close, a new governance arrangement is needed to:
  - Track progress of the outstanding Future Guildford technology deliverables
  - Track progress of other ICT projects (eg the infrastructure refresh programme)
  - Manage the development of the digital solutions implemented through Future Guildford to continue to deliver business value
  - Consider business cases for new ICT/digital projects

Governance in practice

- Requests for new digital forms, processes and functionality to be built using existing platforms (usually Salesforce) will go through a review process and be considered and prioritised by the Customer Experience Forum (CEF)

- Requests which are approved by the CEF and can be fulfilled by in-house resources, eg Salesforce Administrator, will be monitored through the CEF

- Requests for entirely new systems and/or additional funding for digital solutions will be referred to the ICT & Digital Programme Board

- Requests that are supported by this board will be formalised in a mandate and presented to Executive for approval as with all new mandates

Digital roadmap summary

Short term (next eight weeks)

- Deliver changes and enhancements agreed for Sprint 4 (final funded development sprint)
- MOT bookings
- OPENChannel forms
- Launch new housing application form and Jigsaw allocations
- Next Tascomi forms release

Medium term (next six months)

- Accessibility review
- New payments solution (Income Manager Ph. 2)
- Launch new CBL website
- Further Tascomi forms
- New ticketing solution for TIC to replace SeatGeek
- Business World: timesheets, expenses, flexi, capital programme, interfaces
- *Integrate low volume waste forms with Bartec*
- *Compliance team inspections and case work*
- *Planning enforcement triage*
- *Book time with an officer*

Long term (next two years)

- *Replace eCase with Salesforce solution*
- *Replace Stopford with Salesforce bookings*
- *Replace Goss forms with Salesforce*
- *Field Service for all parks and streets scheduling and inspections*
- *Planning pre-application form*
- *Mayor's Distress Fund*
- *Future of Orchard*
- *Future of Acolaid*
- *Future of File 360*

3. Transition update

- Within the existing programme budget transition support from Ignite and Nimbuspoint was extended to the end of September 2021
- This transition support (known as the 'pit crew'):
  - is jointly led by Charlotte Ellis from Ignite and Nicola Haymes from GBC
  - works with each phase B team to embed the new ways of working
  - reports to a fortnightly escalations session with Claire Morris and Ian Doyle supported by Dave Mullin from Ignite
- The next slide shows the most recent RAG rating update from the last escalations session
  - training of multi-skilled team remains the biggest ongoing challenge and priority

- Scope of the pit crew:
  - Post go-live support
  - Improve knowledge based articles to support CSAs
  - Re-enforce channels for customer engagement
  - Requirements and user stories for enhancements
  - Implementation of enhancements
  - Training and development support
  - Root cause analysis
  - Mini projects

RAG Status – High level

Team	RAG Status	Update
Customer, Case and Parking	Red	• Significant capacity issues due to service backlogs, 6 vacancies and training plan gap • Council tax and benefits system design blocking Customer Services from resolving customer enquiries • High dependency on pit crew to help analyse and provide capacity and capability to resolve issues
Place	Amber	• Backlog of planning applications is being worked through and progressed • Pit crew activity completed
Environment and Regulatory	Green	• No performance issues we're aware of, and Tascomi forms rollout on track • Pit crew activity completed
Housing – homelessness and tenancy mgmt	Red	• Salesforce technology not optimised e.g. temporary spreadsheet being used to capture customer enquiries (for all of housing) instead of Salesforce cases • Knowledge base articles not finished, limiting the level of activity that Customer Services can undertake • Medium dependency on pit crew to help analyse and provide capacity and capability to resolve issues
Housing - Revenues and benefits	Red	• Backlog of approx. 3 weeks on benefits and council tax with temporary resource in place until October. There is a limited plan for the handover and transition from these temporary roles due to the issues in CCP (see above) • Paperless direct debits delayed due to GBC's bank not yet approving • Medium to High dependency on pit crew to help analyse and provide capacity and capability to resolve issues

RAG Status – Detailed

Team	Go Live date	Overall status	Performance	Accommodation	Technology	Relationships (between HoS/TL/Lead Sp)	Training/ Learning development plan	Readiness for pit crew handover
CCP (inc waste)	30/04/2021	🔴	🟠	🟢	🔴	🟠	🔴	🔴
Place	12/05/2021	🟠	🔴	🟢	🟢	🟠	🟢	🟢
Environment & Regulatory	26/05/2021	🟢	🟢	🟢	🟠	🟠	🔴	🟢
Housing	09/06/2021	🔴	🟠	🟢	🔴	🟠	🔴	🔴
Revenues and Benefits	26/07/2021	🔴	🔴	🟢	🔴	🟠	🔴	🟠

4a) FG programme aims

Programme Aim	Status	What happened in the programme
Improve our services and customer care	Green	• Development and implementation of the customer engagement strategy and associated metrics to measure customer value and improve performance • Engaging with stakeholders and SMEs to design and implement customer centric policies and processes (see section 4.4)
Future proof our organisation	Green	• Working with key stakeholders to align the Corporate Plan and portfolios with the organisational structure and service plans • Creation of roles and teams centred around the customer and their issues, able to deal with complex scenarios (e.g. Compliance Services) • Increasing utilisation of resources across service areas (e.g. Case Services)
Modernise our services and systems	Green	• Implementation of Salesforce to facilitate aspirations of the customer engagement strategy • Improvements in line of business system capability and related service redesign (e.g. Tascomi form and process building) • Implementation and ongoing development of the Unit4 ERP and ServiceDesk to improve internal self-serve and support services
Make us more efficient	Green	• Automation of high-volume processes • Streamlined processes to remove duplication, workarounds, multiple systems use and unnecessary approvals • Remove silos and blockers to inter-departmental data sharing, to deliver joined up services and information • Implementing more consistent spans of control in leadership roles
Deliver savings and address our financial challenges	Amber	• Delivery of £4.68M Future Model (transformation) savings (see section 4.1) • Delivery of £4.61M/year savings by end FY21/22 and £5.58M/year savings by end FY22/23 across non-staff efficiency, strategy based reductions and commercialisation • Remaining parks, countryside, heritage & tourism reductions outstanding
Create an environment where there are better development opportunities for staff	Green	• Integrated help desk to support staff self-serve and build their skills • Huge increases in career pathways unlimited by functional areas, giving a range of pathways from operational leadership to functional specialisms (where resourcing models have laid foundations to improve the corporate approach to continuing professional development)
Develop our culture into one that collectively adapts and changes to address the various challenges and issues facing us	Amber	• The organisation has responded quickly throughout the pandemic to continue to deliver services in remote and hybrid environments enabled by new systems and adaptable culture that has been implemented • A combination of leadership development resilience training throughout the programme has supported managers and their teams to engage productively throughout this significant transformation • We recognise not all aspects of the originally envisaged culture and change programme have been implemented (partly due to disruption caused by the pandemic and the challenge in building teams remotely)

4b) Financial benefits

Type	Opportunity title (from benefit map above)	Target net saving (£'000)	Status	Forecast savings (21/22) (includes savings fully delivered in previous years) (£'000)	Forecast savings (22/23) (includes savings fully delivered in previous years) (£'000)
Commercialisation	Asset management plan	£796	Amber	£350	£350
	Planning income	£105	Blue	£105	£105
	Other commercialisation projects	£752	Blue	£878	£1,331
Commercialisation total		**£1,653**	**Green**	**£1,333**	**£1,786**
Non-staff efficiency	Community services reduction	£359	Green	£292	£617
	Procurement plan	£1,240	Amber	£765	£810
	Print reduction	£110	Blue	£110	£110
	Other non-staff efficiency	£654	Blue	£815	£965
Non-staff efficiency total		**£2,363**	**Green**	**£1,982**	**£2,502**
Strategy based reduction	Housing & leisure review	£228	Amber	TBD	TBD
	Other strategy-based reductions	£1,020	Blue	£1,201	£1,201
	Parks, countryside, heritage & tourism reduction	£1,100	Amber	£90	£90
Strategy based reduction total		**£2,348**	**Amber**	**£1,291**	**£1,291**

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4c) Customer experience performance

- There were early issue with CSAs not creating cases in Salesforce to record the subject and outcome or calls. Ignite and NimbusPoint co-delivered training and Ignite provided written training guide.

- CSAs now recording approximately 85% of calls in Salesforce (up from 20%)

- Registered MyGuildford accounts over 7K, getting quickly towards the 10K whole year target

- Less than 5% of calls now being transferred on to specialist teams

- 64% of all enquiries are being closed by customer services one and done

- The online experience customer satisfaction score is at 54% against a target of 75% for new online services

A.O.B

- Any questions