PRESENTED BY
SUSIE FAULKNER

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# TRANSFORMATION IN CHALLENGING TIMES

HAVERING COUNCIL'S TRANSFORMATION INITIATIVE

# OUR CORE PRINCIPLES

## OVERVIEW

**1** Use remote working to minimise use and cost of physical assets and reduce our carbon footprint

**2** Ensure value for money (VfM) across the Council - creating clarity of cost structures, quality against costs and true evaluation of resources

**3** Maximise income potential by generating or growing income (net profit) through arms-length commercial entities to invest back into services

**4** Use data intelligently to benefit from improved insight, informed decison-making, customer experience, efficiency savings, cost-avoidence and fraud protection

**5** Centralise core-functions such as customer service, business support, capital delivery, PMO activities and Corporate complaints, FOI and data protection

**6** Digital council, customer and borough - 1) high quality online self-help 2) reduced paper storage and associated costs 3) enable quicker access to information

**7** Strategic planning and commissioning: ensure that skills framework and cultural mindset are embedded within the workforce at all levels

**8** Maximise external funding with a bespoke plan that prioritisies supporting local businesses

iese Awards BRONZE Winner 2020
The Public Sector Transformation Awards

# SOME EXAMPLES OF OUR WORK

## Service Review & Redesign

SR&R has generated 48 business cases across the 5 tranches, 23 of which had been approved for initiation prior to the pandemic.

In addition qualitative benefits, the 23 approved business cases would deliver a 5-year net value of £9.675 million.

Opportunities for rationalising functions into coherent whole services (e.g. training, transport planning etc.); Commercialising technical skills and exploiting alternative delivery vehicles etc.

## Better Living

**iese Awards Finalist 2021**
The Public Sector Transformation Awards

Focusing on residents' 'best life, not a service life': we work alongside people, those important to them and their local community to enable them to be as independent of services as possible.

Delivering a strengths-based, asset focused practice framework to guide all staff in the new ways of working.

Setting out the change in practice and quality expectations in policies, procedures and guidance.

## Together with Communities

**iese Certificate of Excellence 2021**
Certificate of Excellence Award to mark significant innovations in transforming local public services

Supported a stronger relationship between the Council and VCS partners to support residents throughout the pandemic.

Created target operating model to engage effectively with communities; established a VCS framework establishing joint goals and objectives.

Building resilience and self reliance; supporting VCS long-term funding model; measuring and monitoring communiy wellbeing and impact.

OUR

# COVID-19 RESPONSE

Havering's Transformation initiative achieved a significant shift-in mind-set and cultural disposition across the Council's 3,500 workforce before the COVID-19 pandemic, empowering staff and giving power back to the frontline. This foundation of collaboration and cooperation strengthened and facilitated many facets of the Council's emergency response, enabling services, communities, public sector and business partners, and subject matter experts to work together effectively and at pace to protect the borough's residents and businesses.

## SMART WORKING

**01**

The effort in 2019/20 to roll out modern laptops and equipment helped us pivot very fast into being a remote working organisation, providing advice and information to staff to support this transition. A whole toolkit of advice, how-to guides, on-line support and training by the team meant that Havering were able to respond fast and sustain effective working from home

## SUSTAINABLE COMMUNITIES

**02**

The Council worked closely with VCS partners, coordinating the provision of food and medicine, mental health, wellbeing and self-help support. We became a beacon of good practice for response design, policy and processes, as well as thought leaders in sustainable access to food for economically vulnerable groups.

## VULNERABLE PEOPLE

**03**

The team worked successfully in collaboration with both JCU and Adult Services to deliver Better Living and launched Local Area Coordination – realising improved management of independence and wellbeing for more vulnerable residents – and realising support and peer to peer advice to enable many of them to address their needs without recourse to statutory services.

## THE HAVERING WAY

**04**

We have mapped and agreed the skills required to be the Havering we want to be as part of "The Havering Way" and training needs analysis. A developmental programme for all staff will roll out this autumn.

## LEADERSHIP

**05**

We have aligned leadership development work with The Havering Way, our digital development and feedback from the staff survey. Apprenticeships, targeted development, coaching and mentoring are included in the people strategy.

## SERVICE REDESIGN

**06**

• The team have continued to work with Services and are supporting both Digital, CRM and Service projects to realise efficiencies. It is now functioning as an internal consultancy service, saving the council money otherwise spent on third party consulting.

# THE COUNCIL'S AMBITIONS

## EXPECTATIONS AND OUTCOMES

- Becoming a modern, progressive organisation focused on achieving optimal outcomes for communities using innovative digital and technological solutions

- Bringing the Council's work closer to the communities it serves through effective team management and agile working practices

- Ensuring every Council employee has the requisite skills at every level to help Havering residents tackle oncoming challenges of COVID-19 on the economy, public services and public health and realise the borough's wider ambitions into recovery and beyond

- Empowering staff to champion a sense of civic pride and shared local identity which unites our rapidly diversifying population

The Transformation team is working across all Corporate Directorates to support ambitions to achieve a dramatically different operating model and way of working, based on the principles of:

- Realising an organisational culture based on pride, passion and professional purpose with a collaborative, creative and ambitious workforce

- Prioritising the impact our work has on our borough and our residents, putting them at the heart of everything we do

- Embracing digital and technological solutions to meet modern challenges and ensure our services are fit for the future

- Achieving new levels of collaboration and effective partnership working so that we are always delivering value for money

- Developing a focus on the borough and Place Leadership across all agencies and organisations

# BEYOND COVID–19 AND INTO RECOVERY

**✳ Smart Working**

We have begun the process of migrating to Cloud-based, starting with O365 and developing a CRM based on D365 for early implementation, which will help us collaborate across local government and other public sector partners. Embedding cultural change, digital skills and learning lessons for remote leadership and management to help shape changes to practice, policy and culture with services and our colleagues in IT and HR.  Realising long term changes to our agility, productivity and corporate wellbeing to support our overall People Strategy and encouraging staff to work locally, closer to communities, as recovery begins.

**✳ Sustainable Communities**

We are working towards greater engagement, participation and co-working with our VCS and with our residents and business communities. Realising new partnerships to support mental health & wellbeing, a solution focussed approach to managing independence and support for housing,employment and skills and digital inclusion, amongst other examples. We are rolling out physical hubs, employment and skills training, partnering with DWP and Peabody; we have launched a food pantry, to support people who feel stigmatised by using Food Banks, we are working with the London Boroughs Food Group to improve access to affordable food and overcome barriers to eating and living healthily. We are also working with communities to develop a better understanding of their hopes and ambitions, to collaborate with them on local initiatives and to build a greater sense of belonging & pride in local areas.

**✳ Digital**

Digital effort is enabling a fundamental shift towards digital to enable the success of the Council for both residents and staff, allowing Havering to be a  leader, pushing the boundaries and unleashing the talents and capabilities of the workforce. Approval for the investment of significant capital has been agreed to "fix the plumbing" of Havering's digital infrastructure and since February, we have launched the first module of the Customer Platform (CRM), rolled out improvements to cyber security, developed the specification and tender for improved audio-visual, to realise more from hybrid working and to support proposals to reduce our overall building (and carbon) footprint – enabling staff to work closer to communities and our partners. We are evaluating options for automation, improved use of artificial intelligence and robotics, to allow our workforce to focus on human activities

**✳ Spans and Layers**

We are reviewing the structure and shape of the organisation. This will create greater equivalence of job roles, improve communications, governance, processes and service rationalisation. It will also ensure we get the best for our communities, by creating a streamlined, more productive organisation, so we do more with existing resources and manage impacts of further funding reductions more effectively.This activity is linked to our wider Leadership Development programme, to our ambitions about enhancing career pathways and our offer as an employer of choice.

# BEYOND COVID–19 AND INTO RECOVERY

CONTINUED

* ### Training needs analysis & Leadership

We have identified the skills, competencies, culture, behaviour and capabilities that are core to our People Strategy as part of "The Havering Way" initiative. We have mapped a baseline, establishing gaps between where we are and where we need to be, to realise a modern, efficient workforce and working with HR to realise a refreshed Organisational Development Plan to meet those ambitions. An early focus has been on developing digital competence and confidence and the skills to lead and manage remotely. We are working towards becoming a landmark employer of choice, developing thought leadership, planning, commissioning and programme skills to our talent management, recruitment, recognition and reward priorities.

* ### Outcomes & value focus

We are mapping and baselining evidence which will suppoort the Borough's strategic plans, focussing on people and outcomes – and will measure and manage our impact and performance in those terms, as we start to build plans for 2030 and beyond. Our ambitions are about engaging, collaborating and partnering across the Borough, building on what we learned during the pandemic. We are working towards realising better opportunities for everyone: addressing systematic inequalities and improving access to education, employment skills, economic and social inclusion – and realising improved health and wellbeing outcomes for our Borough as a whole.

* ### Service redesign

Work has been developed with Childrens' Services, Housing, Neighbourhoods and the Business Support Review, to review and redesign functions, structures and opportunities for transformational change, to realise improved target operating models and to reduce wasteful processes and duplication of effort, wherever possible. Funding from the Transformation Reserve was withdrawn in the autumn, and the programme has been developing an internal consultancy function, which recharges support to services, reducing the costs of external consultancy, as a more sustainable model of the future.

# THANK YOU FOR LISTENING

Feel free to make this an open discussion for questions and clarifications

Susie Faulkner
Transformation Programme Director

Email:
Susie.Faulkner@havering.gov.uk