



Report to Scrutiny

Item Number:

Contains Confidential or Exempt Information

No

Subject of Report: Future Ealing – One Council Approach

Meeting: Scrutiny Review Panel 4 – 2018/19; Future Ealing
Thursday 28th February 2019

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Brief: To consider how the 'One Council' approach is being applied in the organisation and the outcomes of this methodology.

Recommendations: The Panel is recommended to:

- consider and comment on the information provided about the One Council approach; and
- make suggestions for further improvements where necessary.

Future Ealing – One Council Approach

1. Summary

- 1.1. Future Ealing (FE) is about taking an outcome led approach. By agreeing the outcomes that are most important and taking a 'one council' approach to delivering these we can best deliver improvements for residents, operate as the most effective organisation we can be and address financial challenges.
- 1.2. The following objectives having been agreed for the FE programme:
 - To provide a framework for partnership between members and officers
 - To motivate and drive 'one council' and 'one public service' approach to achieving outcomes
 - To link aspiration, delivery and organisational development
 - To identify the areas where we need transformation vs continuous improvement
 - To drive our resource allocation against priorities
 - To ensure we deliver a balanced budget
 - To help 'tell our story' more effectively externally
 - To help 'tell our story' more effectively internally to motivate and engage staff
- 1.3. This report provides an update on the various initiatives and work being applied to support to the One Council Approach within the council, changing how the council's services need to work together to ensure the delivery of a seamless One Council outcome.

2. Major initiatives driving organisational effectiveness and culture

2.1. New Ways of Working (NWOW)

The NWOW programme's strategic objective is 'to create a flexible workforce, enabled to work effectively from different locations, including a smaller, modern new work environment which can also function as a public service hub'

There are four workstreams within the programme:

- Technology
- Property (in relation to the decant of Ealing Town Hall and Perceval House)
- Processes
- People

Technology

Key deliverables to date have included the roll out of skype, surfaces and updating applications, all of which have enabled staff to work more flexibly. This has been supported by the establishment of the digital skills centre which was introduced to deliver digital skills training effectively and is the base for the day one new starter process. ICT and HR collaborated over a period of 6 months to align both ICT processes (ID cards, surfaces, phones, email accounts) and HR requirements (mandatory training on policies and essential induction (see New Starter Process under People section below). The delivery of the new starter inductions commenced in April 18 and is run 3 days per week. This is both a process change and culture change as staff are equipped with the essential tools

and knowledge on day one of their work with the council. It encourages new starters to start building relationships with colleagues in other services and has overall improved the effectiveness of how colleagues join the council.

Property (Decant)

In October 17 a decant working group (DWG) and decant steering group (DSG) were set up to:

- Produce a decant strategy for PH aligned to timelines for the buildings programme overall and incorporating timelines for services planned to decant out of ETH
- Plan the decant out of two claws of PH (green and purple) with minimal disruption

On DWG are decant champions for each directorates and representatives from key support services (NWOW, facilities management, ICT and health and safety). Their key responsibility has been to collate data from their directors to enable the development of the decant strategy with options then presented to corporate board for approval in May 18. On DSG were representatives from facilities management and NWOW refining the data and the strategy. The strategy will not be implemented until a date for decanting out of PH is agreed.

This workstream has considered which services might need to be co-located together to enable effective service delivery to residents and what the best location for those services might be. This has been an important part of the change of culture as staff in services have been engaged in how and where they will work in the future.

Processes

There are currently 3 key projects in this workstream. Firstly re-procuring the contract for managed print and hybrid mail which will be implemented from April 19. Alongside that the contract for records and document management has also been re-procured to take effect from March 19, both procurements have been delivered with a view to how the organisation can reduce its reliance on paper and shift towards more efficient way of working. Thirdly a project on data retention (electronic and physical paper) has begun with the objectives to

- Review and agree Data Retention schedules with the Business
- Reduce the number of electronic files stored on Ealing's infrastructure, resulting in less storage capacity and less cost
- Destroy all paper files within Perceval House that fall outside of the Data Retention limits, to reduce storage space and save costs
- Create new process for handling incoming paper correspondence

People

The current key projects are:-

NWOW workshops – these cover an overview on Future Ealing, an introduction on ‘Why New Ways of Working’ and what it means for staff, teams and the organisation overall concluding with understanding the impact of change and supporting tools to aid implementation. A total of 471 managers have attended this as part of mandatory training to ensure we develop a culture where people can work flexibly at the same time as achieving the Future Ealing outcomes and embedding new approaches to the way we deliver our services. The aim of the session is to ensure managers are appraised on NWOW developments and that they have the knowledge, information and tools to support and collaborate with their team to seek out NWOW opportunities. The presentation is attached for reference (Appendix A)

A further programme of NWOW engagement workshops is planned for 19/20. With the development agreement now signed for Perceval House the focus will now be on the culture change as we reduce space and plan for the move to a new building. We will have 50% less floor space in the future and will move from a desk ratio 10 to 6.5 people. In PH we have approximately 1986 work stations. In the new office building we will have approximately 1142. Currently 2992 staff have their main location as PH and 457 are based elsewhere.

Change management workshops – these workshops are targeted at all staff and cover the principles of change management, understanding the change curve and its impact and strategies to manage ‘self’ during changing times. So far, 97 have attended these. The aim is to ensure staff have an awareness of how change can impact them and the people around them and to understand the importance of engaging positively in the change process taking advantage of the tools and support available to them.

Values and behaviours workshops – the values and behaviours were launched in the summer 2018 following developmental workshops with all grades of staff and the involvement of members. To date 199 have attended these. The aim of the workshops is to explain to staff why the new values and behaviours were introduced and how they were developed in a collaborative way with staff. The most important element of the workshop is using exercises to reinforce the values and behaviours and facilitate discussions on how the values and behaviours can help to achieve the Future Ealing outcomes. The values and behaviours are key to moving forward to work as one council, particularly in terms of collaboration. The values and behaviours are now embedded in new role profiles at all levels and the plan is to embed them as part of the appraisal process. See Appendix B – Values & Behaviours staff briefings.

New starter process - To date 528 staff have completed. The responsibility for this and the digital skills centre has now moved to HR; however HR continues to work in close partnership with IT. We have created a seamless induction process designed to integrate new starters to the organisation as quickly as possible, all new starters attend induction to the organisation, receive their devices and training on how to use them on their first day of employment. Recruitment is underway for a digital skills trainer and a programme will be

developed to support the adoption of technology in order to develop our internal capabilities and ensure the organisation gains most benefit.

SMART working policy. This has been updated to reflect our flexible working and encompass good practice in partnership with health and safety colleagues. This is subject to final consultation with the unions.

Through the promotion and adoption of modern and smart ways of working, the council aims to:

- a) Continually improve the services provided to our customers, both internally and externally
- b) Change expectations from the public for services, both in how they are provided and the times at which they are available
- c) Retain and motivate skilled and experienced employees
- d) Increase productivity, service delivery across the organisation and flexibility to employees

Feedback and next steps

The Employment Deal Diagnostic (TEDD®) full staff survey was carried in 2017. This survey focuses on workforce performance by measuring the 'deal' between Ealing Council and its employees. It is about both Ealing Council and its employees making *contributions* in a number of ways that reflect the quality of the relationship between employer and employee. A Pulse survey providing a snapshot update of progress was undertaken in December 2018 which showed similar results. Relevant questions that were asked in the survey were:

Question	2017 mean score (monitor & looks for opportunities to improve)	2018 plus survey results
I am aware of the Council's current focus on improving outcomes for residents through the Future Ealing programme	72	74
I feel supported by my line manager to consider how 'New Ways of Working' could be implemented within our service area	New question for 2018	64
I have a clear understanding of the council's new values and behaviours	New question for 2018	68

Example feedback from the values and behaviours workshop evaluations are attached at Appendix D.

We will continue to drive the NWO changes through the programme of change agreed by the board and monitor progress of the impact of physical solutions and the culture change through formal evaluation/measures.

2.2. Continuous Improvement and Efficiency

Continuous improvement and efficiency (CIE) has provided the opportunity to transform the organisation and its operating model so that it would be sustainable, fit-for-purpose and innovative in how it met the outcomes sought through Future Ealing and Modern Council. The logic of the exercise was to prioritise the resources available to spend on delivering ongoing efficiencies and proposals had been developed across two areas to allow this:

- Cross-cutting functional review
- Management restructure

This paper summarises the areas where a consolidation approach has been taken to deliver efficiencies but also maximise the impact and expertise the council holds. Further efficiencies were made through the management stream to flatten structures and ensure delivery in line with the organisational values and behaviours. Consolidation projects under the CIE programme include:

Phase 1 concluded with consultations with affected staff in February 2018. Consolidation included Business Hub for senior administration support, and Commercial Hub which brought together procurement capacity to support a strategic approach to commissioning and contract management

Phase 2: this focussed on management and service restructuring and did not address consolidation proposals.

Phase 3: concluded with consultations with affected staff in October 2018 and saw the consolidation of performance and business intelligence staff to a central team based in the chief executive's directorate. Revenues and benefits will also be consolidated into a single service based in Finance. Property and ICT were consolidated under a new Director post.

The proposals have identified opportunities in the consolidation of capacity, re-designing of cross-cutting functions, enabling re-configuration of services, review of management structures across the organisation so that layers of bureaucracy could be reduced, business processes improved and organisational resilience increased. This helps support a modern and consistent service across the council.

Senior management re-structure

As part of the efficiency savings a number of options were considered regarding the senior management team. The final option recommended by the chief executive and agreed by the Chief Officer Panel, as part of the drive to focus on

outcomes for our residents, increase collaboration across teams and devolve decision making was to reduce the number of directorates within the council from five to three (including the chief executive's directorate).

A new directorate has been established, called the place directorate. It includes services within regeneration and housing and environment and customer services. The chief executive's directorate has been expanded to incorporate the corporate resources services.

A copy of the structure chart is attached at Appendix C.

2.3. Future Ealing governance

Future Ealing is a complex programme with delivery objectives running across traditional service boundaries. The scale of the programme also means that it is essential that the organisation works in line with then organisational values. To support these goals the governance of Future Ealing has been reviewed. At member level all Cabinet members are members of Future Ealing Board. At officer level the governance arrangements are:

Future Ealing Programme Board

Membership: CB, Director of Strategy & Engagement, Director of Finance, Director of HR & OD

Chair: Chief Executive

Meeting frequency: Monthly

Responsible for:

- Setting the vision and strategy for Future Ealing
- Leadership and overall responsibility for Future Ealing delivery and benefit realisation
- Commissioning of new portfolios and programmes within Future Ealing
- Commissioning new activity to ensure programmes deliver benefits to time and budget
- Decisions on 'gateway' to Future Ealing, further to recommendations from the PMO
- Decisions on around investment to enable transformation
- Programme coherence and managing interdependencies
- Solving issues and problems that cannot be resolved elsewhere
- Organisational development
- Strategic approach to communication and engagement with staff and citizens
- Performance management (on an exception basis)
- Agree closure of programmes
- Updates and recommendations to Future Ealing Board

In addition, a new board has been created to provide additional strategic capacity:

Future Ealing Delivery Board

Membership: EDG, AD Transformation, FE Programme Manager

Chair: Director of Strategy & Engagement

Frequency: monthly

Responsible for:

- Sequencing and co-ordination of delivery across Future Ealing
- Performance manage delivery of programmes against milestones/benefits
- Ensuring a consistent approach to tracking and capturing benefits across the Programme
- Commissioning activity to ensure programmes deliver benefits to time and budget
- Risk management across Future Ealing
- Identification, resolution and escalation of issues between programmes
- Driving organisational development through co-ordination and shared learning
- Review and make recommendations of significant changes of scope
- Make recommendations on closure of programmes
- Reporting to Future Ealing programme board

All major programmes within Future Ealing are expected to have robust governance in place that engages the necessary stakeholders. Director leads are supported by the PMO to ensure these arrangements are in place.

3. Legal Implications

None

3. Financial Implications (Must include any value for money implications)

A budget for supporting New Ways of Working including culture change was agreed for 18/19 to 20/21 of £400k.

4. Other Implications

(Include all other relevant implications including risk management; community safety; links to strategic objectives; equalities and community cohesion; staffing and workforce; property and assets; consultation)

5. Background Papers

Appendix A - NWOW presentation

Appendix B - Values & behaviours staff briefings

Appendix C - Senior management structure chart

Appendix D – Values & behaviours feedback

Consultation

Name of Consultee	Department	Date Sent to Consultee	Date Response Received from Consultee	Comments Appear in Report Para:
Internal				
Kieran Read	Director of Strategy & Engagement	28.1.19		
Ed Axe	Director of ICT, ICO & Property	28.1.19		
Ross Brown	Director of Finance	1.2.2019		
Helen Harris	Director of Legal & Democratic Services	1.2.2019		
Councillor Mafhouz	Cabinet Member for Finance & Leisure	1.2.2019		
External				

Report History

Decision Type: EITHER: Key Decision [state the date it was first entered into the Forward Plan OR Non-key Decision OR For Information (delete as applicable)		Urgency item? Yes/No (delete as applicable) [Yes if it is a general or special urgency key decision which was not included in the Forward Plan with at least one month's notice] If yes, set out the reasons both why the item was not included and a decision cannot be deferred.	
Authorised by Cabinet Member:	Date Report Drafted:	Final Report Deadline:	Date Report Sent:
	26.01.2019	18.2.2019	18.2.2019
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