

TRANSFORMATION PROGRAMME - Phase 1		Actions & Progress		Date: 08/04/16		Version: Final							
Project	Ref Number	Description	Project Start Date	Project Completion Date	Project Lead/Project Manager	Previous Quarter (Q1 1st April - 30th June 2016) Q3 1st September	Previous Quarter (Q2 - 1st July - 30th September 2016)	Previous Quarter 3 - 1st October - 31st December 2016)	Targets/Milestones for Quarter 4 - 1st January 31st March 2016	RAG	Risks/ Issues	Mitigation	
Process Review & Design	WP01	Provide clear guidelines on how to analyse existing service delivery and identify better ways of working through business process mapping (BPM). Rollout BPM across all service areas.	01/10/2014	26/11/2015	Stephen Dodson	1. Corporate Business Process Mapping (BPM) guidelines produced. Service Mapping tested. 2. Customer Journey Mapping for CCC process 90% complete. 3. BPMs completed for Waste (Water) Housing Renewal, Housing Options, Environmental Services (90%)	1. Services identified for Business Reviews including Building Control, Planning, Finance, Legal, 2. Parks & Gardens to be BPM'd and transferred to Firmstep. 3. Customer Journey mapping completed for CCC.	1. Complete BPM with identified services areas. 2. Identify and start next service areas for BPM.	1. Process Mapping Complete for all old CRM service areas. 2. Geographical layers, photo resizing, LUPG links, log Parent shell property data base 2. 95% Completed - Bulky Waste & Pest Control should be done Phase 2 1st Quarter	U/A	1. BPM has revealed the scale of the task for some service areas to address, this has led to delay of migration of some service areas to Firmstep platform.	1. Outstanding service areas to be carried forward into 16/17	
Customer First Strategy	WP02	Define and communicate the Customer First strategy. Focused on meeting customer needs.	10/02/2015	27/10/2015	Daniel Taylor	1. Draft Strategy Produced	1. Strategy to be finalised	Strategy to be signed off	Strategy being fully reviewed and incorporated into Phase 2	U/A	1. Strategy not clearly focused and not corporately adopted	1. Ensure strategy has meaning and relevance for organisation and customers see difference	
Communications and Organisational Change	WP03	Improved internal and external communications to provide clear, uncluttered, and relevant messages	24/04/2015	02/02/2016	Daniel Taylor	1. Draft communications strategy produced	1. Recruit specialist Customer First Communications Officer. 2. Sign off and start roll-out of communications plan. 3. Start on internal change programme-staff training awareness raising.	1. Recruit Communications Officer. 2. Evaluate internal messaging and change programme - e.g. CCC role in shifting customer behaviour. "Time 4 Attention", work to increase take up of On-Line "My Hastings".	Review programme and incorporate into Phase 2	U/A	1. Complexity of messages to be communicated to internal and external stakeholders and customers	1. Clear comms plan showing the right message to the right person in the right way. Start communicating core messages to Members and Staff.	
Agreed design principles for communication channels	WP04	A new look and feel to the website and other communication channels to provide a modern and relevant interface for all customers.	08/05/2015	26/11/2015	Daniel Taylor	1. Assessment of current HBC website offering - 'fit for purpose' checks underway. 2. Assessment of current Content Management System (CMS) completed.	1. Recruit specialist Customer First Communications Officer. 2. Refreshed web content for Hastings online. 3. Implementation of CMS. 4. Undertake review of internet and all internal contents. 5. Undertake review of HBC's use of social media.	1. Review of existing web pages and move to new testing site. 2. Recruit Communications Officer.	1. Soft Launch new look website - delayed until post May election. 2. Evaluate all communications channels and establish Terms of Reference and membership of a Communications Board	U/A	1. Service Areas not providing information and updates in time for soft launch. 2. Not gaining 'buy-in' for new look website and communications methodology.	1. Customer First Champion working closely with Service Managers and keeping Directors and AD's informed. 2. Establishment of a Communications Board will ensure greater control of messaging and methods.	
Implementation of Firmstep (CRM) (phase 1)	WP05	My Hastings Online. The new purpose built customer relationship management (CRM) system that will improve the interactions and transactions between customers and the council.	20/10/2004	27/10/2015	Mark Bourne	1. Firmstep Customer Relationship Management (CRM) system installed. 2. Kier Waste management services process completed and uploaded. 3. My Account (part 1 - Council tax look up and personal log in) Live. 4. FO's and 3 C's being developed. 5. Soft launch of My Hastings with 'Report If' feature enabled and soft testers recruited. 6. Successful integration of Self Customer Forms.	1. Prioritising of Firmstep Integrations: a) Complete Zetcom integration b) Address technical glitches c) Agree protocol for Kier way 'complexed' tasks d) Form building for Housing Options e) Go live with FO's & 3Cs f) Continue integration of Housing Licensing g) Start moving existing CRM processes onto Firmstep g) Implement payment form and payment process. 4. Develop Phase 2 requirements.	1. Go live with Housing Options 2. Go live with Housing Licensing 3. Transfer of all remaining processes on CRM to Firmstep	1. Confirm phase 2 requirements - Version 2 developments Geographical layers, photo resizing, LUPG links, log Parent shell property data base 2. 95% Completed - Bulky Waste & Pest Control should be done Phase 2 1st Quarter	U/A	Various technical issues with Firmstep platform	1. 3rd party supplier working to rectify issues as soon as possible 2. Continuous refinement based on feedback from users.	
Addressing digital exclusion 'Digital by Design'	WP06	Transforming our service processes to enable them to be accessed on-line by all. This will include: identifying current levels of digital access and barriers, identifying EU funding opportunities, working in partnership, creating a Digital by Choice Plan.	01/04/2015	10/05/2016	Stephen Dodson	1. Community and voluntary sector partners informed and promoting soft launch of My Hastings online. 2. Information on national and local digital inclusion gathered and ready to be utilised when project starts	1. Initial identification of who are the 'digitally excluded' within the borough and commission research 2. Undertake internal audit of how services are currently being accessed and where possible by whom and how.	1. Link to O&S Digital Exclusion review.	Report to O&S completed and recommendations to be incorporated into Phase 2	U/A	None at this stage	na	
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Efficiency savings	WP07	Underlying further review of costs and implementing agreed service improvements by a combination of process re-design, IT solutions and improved customer focus.	08/12/2014	02/02/2016	Stephen Dodson	1. Implementation and monitoring of Unflow to identify levels of internal printing cost (<math>\text{c}\text{€}50\text{k}</math> per annum). 2. Initial review of service area costs. IT systems, Energy, External printing, Postage, Internal waste. 3. Business Process Mapping of Building Control Started.	1. Complete Efficiency Savings Report and make recommendations to P&R. 2. Produce Efficiency implementation plan.	1. Complete and Implement Efficiency Savings Plan	1. Implement efficiency monitoring plan across service areas 2. Implement T & Motion studies - Initially Housing Planning, Bulky Waste, Pest Control scoped. Produce report for phase 2	U/A	1. Scale of work involved in monitoring all service areas	1. Monitoring plan and template developed and provided dedicated resource.	
Financial system interfaces (A)	WP08 (A)	1. Upgrade of Paye Net Cash Receiving System to a newer version @	26/02/2015	16/11/2015	Kit Wheeler	1. Partial testing on ACR, Paye.net, AIM. 2. Imports are working with exceptions.	1. Further testing and analysis after issues has been identified by external consultants which resulted in a delay to the original go live date.	1. Upgrade of system was completed in November with all users moves across to the new version of Paye.net, offering better reporting functionality for finance and now the version is fully supported by external providers. 2. Financial savings for a licence fee which has been identified as being redundant in the new system relating to cheque processing which is still in the process of being negotiated with our external providers Capita. New reduced fee from April 2016 to be confirmed.	1. Successful closure of accounts at the year-end of 31st March	G		Project debrief session planned for Friday 8 <sup>th</sup> January to discuss any implementation issues and ways of improving working relationship between Finance and IT departments.	
Financial system interfaces (B)	WP08 (B)	Undertake analysis of existing financial system interfaces - specifically paye net and AVIS Income Management (AIM) Agrees/ front in order to identify and potentially implement most efficient and effective Enterprise Resource Planning System (ERP)	01/11/2015	31/03/2016	Kit Wheeler	N/A	N/A	Undertake an initial review, using external professional demonstrations of potential systems as well as business mapping the current processes, looking at potential improvements. Business mapping process was started as part of overall Finance mapping, further discussions will take place in QTR 4. Demonstrations for new systems / add-on's booked for Wednesday 13 <sup>th</sup> January	Draft Business Case developed		To be identified and analysed.		
Housing - Additional Mandatory and Selective Licensing	WP09	To implement an on-line housing licensing scheme for the existing additional and mandatory licensing and prepare the on-line version of the proposed Selective Licensing scheme. These areas will be fully integrated into the Firmstep CRM system.	23/02/2015	15/11/2015	Matt Chinn/Tracy Caister	1. Business Process Mapping completed. Firmstep building form. 2. Testing commenced	1. Await Council's opinion 2. Form build to be completed 3. Form reflects Council's opinion 4. Testing and refining form 5. Landlord to test form 6. Further refining of form 7. Integration completed	1. Full testing complete, including landlord testing 2. Form for Selective Licensing published on 26 November 2015. 3. To end of the quarter 124 applications received	1. Further adaptation of form following feedback from landlords. Including adaptation of help text to ensure plain English 2. Introduction of 'save form' function 3. Development of parent shell solution to enable whole form to be published (to include HMO Licensing applications) 4. Publicity for landlords / letting agents on the scheme to increase application rate 5. 850 Licences issued 6. Commission new Housing Stock Condition Survey to inform consultation on revised Additional HMO licensing scheme.	A	1. Size and complexity of the form has been highlighted as a barrier to applying for licence this may affect application numbers as the form is refined. 2. Due to complexity of the form the 'save form' function requires adaptation of Firmstep on the platform level - significant development required by provider.	Actioning landlord feedback on the form as it is received and refining.	
Data Analysis and policy information	WP10	Project Closed and incorporated in WP14											
Implementation of an Electronic Record and Document Management System (ERDMS)	WP11	To reduce wastage and improve e-documentation.	27/01/2015	31/03/2016	Mark Bourne	Initial investigations into post handling, legal team and estates team requirements revealed a poor business case for the further upgrade. IDOX investment that would be required. Work will now concentrate on optimising IDOX for planning and implementing a new version of SharePoint.	Implemented new version of Share point. 1. Created test SharePoint Foundation 2013 instance. 2. Created a data framework in which documents can reside.	1. Investigated, scoped and ordered IDOX upgrades: i. IDOX Public Access v2.1 upgrade (€5000) ii. Core DMS upgrade to 4.2 (€18,000) iii. IDOX photo loader for DMS (€2000) iv. Additional IDOXcan license (€900) v. Reinstallation of updated software onto windows 7 PCs (€900) vi. Upgrade to latest version of Acrobat LUPG Connector 8. IDOX database 'health check'	1. Implement IDOX upgrades for the Planning teams - some components implemented - others into next 2. Pilot the Legal Team storage requirements in new SharePoint 3. Commence migration of other v Service areas to new SharePoint.	U/C	1. User acceptance and training requirements for the new SharePoint are unclear.	1. The Legal Service team SharePoint implementation pilot will be used to inform the wider roll-out of the new version.	

Housing Options	WP12	Housing Options to improve in the following two areas: • Restructure of the front-end of Housing Options Service • Develop a more effective phone handling service. Both areas will be fully integrated into the Firmstep CRM system.	10/1/2015	31/03/2016	Joe Powell	1. All Business Process mapping completed. 2. Consultation with Transformation Team and CCC. 3. Project completion date slipped due to decision to move from Locala to Local Pad design and integration in to Firmstep and CCC more complex.	1. CCC training materials designed and ready to deliver. 2. Prototype version of Local Pad is tested and 2nd stage development authorised.		1. Firmstep Inage form complete. 2. CCC staff have been trained in the use of Firmstep for Housing Options purposes. 3. Go Live 4. Review and revisions - update for next PRF Process Map updated - to test and review.	A	Tests indicate additional work and time is required to finalise the software.	An abridged software package has been outlined to enable us to go live prior to software being completely finalised. An additional 8 weeks has been allocated to the design phase to accommodate delays.
Mod Gov implementation	WP13	This will include the second and third phase of the Mod Gov implementation process and will consist of: • Developing a Library • Creating internal forms and templates for members and officers. Providing communications and training in the new forms and templates	17/1/2014	28/02/2016	Mark Horan	A Mod Go library has been developed containing key information for Members previously hosted on the Council's intranet. Internal forms and templates have been drafted and are being tested and refined this and next quarter. Online video based training materials are in development to assist training.	1. Add Emergency Planning procedures to Mod Gov Library and continue to refine library according to use. 2. Report back to Directors on sign off and quality assurance options with regards to the report writing template. 3. Schedule and begin face to face training with key stakeholders.	1. Refine library as appropriate. 2. Complete any outstanding training and any final amendments to templates and associated documentation. 3. Launch and refine templates and complete any follow up requirements.	Training completed for key officers and use of Mod Gov for report writing monitored and reviewed.	GA	There is slippage in terms of rolling out training this quarter as it took longer than scheduled to seek agreement for work flow templates	Training dates have been scheduled with key officers in advance of the amended project completion date. The remainder of the quarter will be used to support and review use.
Future corporate planning process	WP14	This will include: Working to ensure there is a golden thread between corporate priorities, targets and service based activities. Publishing a timetable and to do list reflecting the council's plan, review business cycle. Testing the use of project based approaches to the design, development and implementation of corporate targets and performance management and consider how risk analysis is integrated. Enhance the performance review process to streamline demands on officers and tailor information provided to scrutiny in line with their requirements.	01/04/2015	31/03/2016	Mark Horan		1. Evaluate Q1 performance management arrangements and refined for Q2 reporting. 2. Roll out templates to assist with 2016/17 target drafting working with lead members and senior management to complete.	1. Evaluate Q2 performance arrangements and refine for the duration of the year. 2. Refined target drafts and associated work plans ready for public consultation and to support development of team targets and individual work plans.	1. Agree new Corporate Plan. Work with Scrutiny to assist any further recommendations made relative to their roles in the performance management process. Draft 2017/18 corporate planning and performance monitoring timetable.	GA	Corporate plan targets drafted but further work will be required to firm up work plans.	Cascade draft templates (post corporate plan agreement (Feb)) to encourage the completion of work plans before the civic year commences.