

# Swindon Programme – Organisational Excellence

**Resources O&S Committee**

**Date: 27 November 2017**

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Wards:	All
Parishes Affected:	All

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## **1. Purpose and Reasons**

- 1.1 This report outlines the Council's planned Organisational Excellence programme as it currently stands.
- 1.2 This report seeks to give members of the Resources Overview and Scrutiny Committee confidence that a coordinated approach to organisational improvement is in place and that the Council's approach to improving the services it offers to its residents is robust and taking into account the needs of residents, members, officers and other stakeholders.
- 1.3 The Organisational Excellence work stream is one of four themes within the Swindon Programme. The Swindon Programme is a £30m savings programme intended to ensure that the Council is financially and operationally sustainable by March 2020.

## **2. Recommendations**

The Committee is recommended to:

- 2.1 Consider the report and feedback any views to the report author at the meeting on 27 November 2017 where a fuller explanation of the Organisational Excellence theme will be presented.

## **3. Organisational Excellence workstream**

Mission Statement

- 3.1 The intention of the Organisational Excellence theme is to ensure that at the completion of the programme by 2020 SBC will be offering its residents personalised service from the comfort of their own homes. By ensuring that those who are able to use digital means do so, we can best protect those services for the vulnerable which require a higher level of support from the Council and its staff. For those for whom digital channels are a challenge, the Council will ensure support is available in the most convenient and cost effective way.
- 3.2 The Council's systems and processes will be leaner, more intuitive and provide valuable management information which informs decision making. The Council

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Further information on the subject of this report can be obtained from Samantha Mowbray, 07823 525337, smowbray@swindon.gov.uk.

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will be operating out of accommodation that is fit for purpose and appropriate to the size of the organisation we've become.

- 3.3 The Council's offer to colleagues, both present and future, will be well articulated and compelling.

## Operating Principles for the Theme

- 3.4 A full set of operating principles the Organisational Excellence programme are attached as Appendix A.

## Content of the Organisational Excellence theme

- 3.5 The Organisational Excellence theme contains 20 different projects within four key themes:

### *3.5.1 Digital Services*

This theme contains projects relating to re-designing our processes and services, mobile working, going paperless and redesigning our customer service offer.

### *3.5.2 Intelligent Infrastructure and Estates*

This theme contains projects relating to our operating systems, performance reporting and the rationalisation of our buildings.

### *3.5.3 Sharing Data*

This theme contains projects relating to open data, GIS mapping and the sharing of information with partners

### *3.5.4 Workforce Development*

This theme contains projects relating to the consolidation of specialisms, absence, management rationalisation, leadership behaviours and competencies, pay and job families as well as recruitment.

## Savings within the theme

- 3.6 There is a savings target of £13.8m set against the Organisational Excellence theme. This has been disaggregated among the different projects and we're in the process of firming up our confidence in the targets set. To date we have line of sight to the achievement of c.£5m of the savings target and are continually working to increase our confidence in the delivery of the remainder of the savings required.

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## Involvement of members in the Organisational Excellence theme

- 3.7 Given the impact of some of the projects within the theme on residents and customers as well as members, the Cabinet Member for Corporate Services and Digitalisation is in the process of establishing a Cabinet Member Advisory Group on the subject of digital services. It is intended that the remit of this CMAG is to ensure that the implications of service-redesign and digitalisation have been fully thought through and that members are able to input their views into the development of the projects. An invitation to be part of the CMAG will be with members this week. It is intended that the findings of the CMAG will be brought back to the Resources Overview and Scrutiny Committee on a regular basis.

## **4. Alternative Options**

- 4.1 The Council could choose not to continue with the Organisational Excellence programme and instead use other cost saving techniques such as a blanket percentage reduction to all services to deliver the required savings. However, this is not considered to be the most sustainable way to protect service delivery or deliver the savings required.

## **5. Implications, Diversity Impact Assessment and Risk Management**

### Financial and Procurement Implications

- 5.1 As described in the body of the report.

### Legal and Human Rights Implications

- 5.2 Legal Services have been fully engaged in our reporting requirements relating to headcount reduction. As the Swindon Programme will mean an overall staffing reduction of more than 100 job losses per year, this must be reported to the Treasury and a formal 45 day consultation process must be followed. Swindon Borough Council's approach to this has been discussed and agreed with both legal and union colleagues.

### All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 The delivery of the Organisational Excellence workstream will lead to staffing reductions in some of our services as we reduce duplication, fix broken processes and automate some service delivery. We are working with colleagues in HR and OD to prepare staff and managers for change and have engaged early with union colleagues to ensure they are aware of any implications of the projects for their members.

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## Diversity Impact Assessment

- 5.1 A number of DIAs have already been undertaken in relation to Digital Services and possible changes to customer services. DIAs will be considered throughout the project scoping process and will be conducted before any business cases are developed.

## Risk Management

- 5.2 There are a number of risks associated with this theme and a risk register is currently being developed. A high level view of that risk register will be presented to the Committee on 27 November 2017.

## **6. Consultees**

- 6.1 The Director of Finance (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

## **7. Background Papers**

- 7.1 None

## **8. Appendices**

- 8.1 Appendix A – operating principles for Organisational Excellence theme