

Business Transformation Service

The Business Transformation Service was created as a result of the recent review of Head of Service functional areas and has only existed in its current form since the 1st March 2019. The Head of Business Transformation had previously held the post of Head of Customer and Corporate Services. The changes agreed earlier this year saw the Estates and Valuations Team move to the Property and Finance Service with corporate responsibility for Business Transformation Projects transferring to the new service area.

The Head of Business Transformation has responsibility for the following Teams and functions:

Property and Engineering Team

This team is made up of three full time officers including the Property and Engineering Manager, Nick Laker. The primary functions of the team are:

- Providing technical advice and project management support to other operational services areas (e.g. Leisure Centres, Parks, Day Centres, Car Parks)
- Management and maintenance of corporate buildings
- Flood prevention
- Maintenance of drains, dams and ditches
- Car park maintenance (e.g. re-surfacing)
- Street furniture (including our 95 bus shelters).

Much of the Team's work is in supporting projects initiated by other service areas along with the more routine work re corporate building maintenance and street furniture.

Significant projects that we are involved with which may interest the Overview & Scrutiny Committee include:

- Godalming Flood Wall
- Wey Hill and South Street Car Parks (re-surfacing and refurbishment)
- Farnham Museum (external brickwork and parapets).

IT

Our IT Team is managed by Linda Frame and is made up of 18 staff, all but one of whom are full time. We also have an apprentice working in the team this year.

We have four members of staff working on our front line Service Desk and one other officer working as our IT Trainer. We have a further two officers working in our Infrastructure Team looking after our hardware and telephone systems. Most of the other team members are supporting line of business services or functions we host internally (e.g. Sharepoint, Housing, GIS, Gazetteer, Document Management etc).

The Team is a support service seeking to provide a reliable and effective platform for the organisation to work within as well as facilitating business development requirements articulated by operational services areas.

Of interest to the Overview & Scrutiny Committee over coming months might be:

- The acquisition of Customer Relationship Management (CRM) and Master Data Management (MDM) technology and the subsequent integration with line of business systems
- A new Planning System following the Building Control solution which went live earlier this year
- The transition to Office 365 further to the recent upgrade to 2016.
- Investment in our VM and Citrix server farm environment.

Facilities

Our Facilities Manager is Steve Holt. The Facilities Team is made up of:

Caretakers - We have two full time members of staff who manage and maintain The Bury and also assist with our other corporate buildings.

Evening Security - Three part time members of staff who are on duty until the building closes each night.

Evening Reception - Three part time members of staff.

Staff Restaurant - Four members of staff, three of whom are part time.

Cleaners - We have 11 staff in our cleaning service, two of whom are full time. The cleaning team look after this building and we also have significant contracts with both Farnham and Godalming Town Councils and with our own Housing Service.

Given most of the work is very much business as usual the Overview & Scrutiny Committee may have limited interest in the detail of our activity. However we may have to review the financial viability of the staff restaurant this year which Members may take a view on.

Support Services

The Support Services Manager is Helen Bower.

Support Services consist of the Print, Post and Scanning Team made up of 9 officers (two full time and seven part time posts) and the Reception Team (one full time and five part time posts). The Reception Service covers this building including the switchboard and also the locality office based at Farnham Town Council.

The Support Services Team also administer and run the Community Meals Service which operates out of this building with the meals being freshly cooked daily by the Staff Restaurant. We provide around 25 meals per day at present. In due course this service might transfer to a local Day Centre if they have the capacity to take this on.

We looking at a hybrid post and print contract this year which will bring with it significant business and cultural change. This may be of interest to the Overview & Scrutiny Committee and is also one of the Business Transformation work-streams referred to below.

Business Transformation

Business Transformation was given particular focus when reviewing Heads of Service roles earlier this year because of the financial challenges facing the Council. Efficiency is key as services must be delivered at a lower cost. We expect Business Transformation projects to realise savings of £1m by 2022.

Since March 2019 we have drafted our Business Transformation Strategy and begun to scope out the projects we think can best contribute to the financial imperative.

We have identified the following work-streams as constituent parts of our approach:

Staff Travel Arrangements - We will be looking at the sums we spend on car allowances and mileage rates and looking at alternative approaches

Recruitment Arrangements - We will be reviewing the existing process with particular focus on the costs of interims

Planning - We will be reviewing processes and administration arrangements in the context of the proposed new IT line of business system

Building Control - We have still to scope out this work-stream in any detail but the service has recently invested in a new IT system and has transferred to the Commercial Services Service. Given these changes a review of processes would seem likely.

Revenues - This review is nearing conclusion. The Finance and Property Service has carried out a systems thinking “lean” review and is close to implementing the new delivery model.

Adelante/Agresso - We are proposing to invest in a new payment tool which will demand adjustment to our processes. This will link in with the customer services work-stream.

Housing/Homelessness - We will be reviewing the delivery model in the context of the demands currently being made on the service.

Licensing - We will be looking at both the Enforcement elements of this service (interfacing with the Inspection/Enforcement work-stream) and with administration (linking with the Customer Services work-stream)

Print, Post and Scanning - As referred to previously we are looking at the procurement of a hybrid mail solution.

Customer Services - This project is the most extensive of our work-streams. We are reviewing both our delivery model and the systems supporting this area work. We expect to make fundamental changes to both aspects and to deliver significant efficiencies by doing so.

Inspection/Enforcement - We still need to do more detailed scoping in respect of this project. We have recognised that we have staff who work remotely to carry out a variety of tasks. We will be examining whether we can organise that work differently so it can be done more efficiently and more effectively from a customer/resident viewpoint.

Office Accommodation - The offices here at The Burys are in need of significant investment and are going to be increasingly costly over the next 10 years. Given the value of the site, we are looking at options to re-configure or move the offices to another location. The project has been underway for some time and the next step is to commission a more detailed development appraisal.

Resources

Although there is appreciable activity underway we have not yet secured dedicated resource for the Business Transformation Programme. Once the scoping work completes and it becomes clear as to what the requirement is we will be addressing that issue.