

**Business Transformation Programme
Project Update**

BUSINESS TRANSFORMATION PROGRAMME

Project Number	Project Name	Project Description	Project Objectives	Project Outcomes (in addition to cost reductions)	Next Steps	Status
2	Planning Review Lead: Richard Moss CPR19-2	Review of the Planning function and priorities	Review of operating model, processes and structures focusing on Development Management Team	Customer Services Programme Horizon IT project Restructure of Pre App service Planning income shortfall 2019-20 Planning Committee review	1. Review of service improvement plan to confirm savings realisation for March 2022, 2022-23 and other opportunities	Discovery
3	Building Control Lead: Richard Moss CPR19-3	Review of Building Control function	Review of operating model, processes and structures within the Team, being mindful of income streams	Horizon IT project Customer Services Programme	1. Kelvin to identify savings as a result of structural changes to team including adoption of LLPG custodian role.	Complete (?)
6	Digital Transformation Lic Lead: Richard M and Lorna S CPR19 - 5	Review of service function/activity a) licensing £30k b) BAU updates with forms (formbuilder) to create	To be determined	tbd by each work stream	1. A agree project and PID with relevant HoS 2. B starting to progress recreating formbuilder forms to liberty create (low code) to compliment website launch	Discovery
8	Customer Services Programme PM: Wendy Cooper CPR18-22	Review of customer services with a view to establishing a customer service centre, making customer journeys more efficient and channel shifting customer to cheaper channels (ie self service). Creation of a customer "golden record" enabling greater insight.	1. Increase use by customer of lower costed customer channels 2. Digital first approach adopted, but support for those excluded 3. Transactional website 4. Produce economies of scale by collating customer roles into one hub 5. Review customer strategies and performance standards 6. Streamlined customer focused processes 7. Review IT need to support new world 8. Gain greater knowledge and insight to our customers	1. Unified customer record and customer relationship management IT system 2. "cleaned" customer records across 6 key databases 3. Customer Service Centre 4. Customer journeys mapped and aligned to updated process 5. Update customer services strategy 6. Customer performance standards 7. Customer self service for transactional services	1. Progress with liberty create builds to support Citizen Hub- focus on waste and report it builds and K2 legacy system conversions 2. Ongoing work to identify and plan for additional work to CSC	Delivery
9	Enforcement & Inspection Lead: Wendy Cooper CPR19-7	Review of functions to assess benefit of bring together common activities into one role, reducing mileage etc.	To be determined through discovery	Customer Services Programme Future Office Working Staff Travel	1. Deeper analysis of data discovery 2. Talk to SMT re service implications 3. Agree draft vision and actions 4. High level project plan	Discovery
10	Where Work Happens Project PM: Wendy Cooper CPR19-8	Our vision is a place where staff, councillors and key partners can work collaboratively and flexibly to deliver excellent and sustainable public services in the best location Missions: 1 - To successfully establish working in a smaller Council HQ footprint (in preparation for Burys Development Project) (The Burys) 2 - To comfortably use technology to enable the right work to be conducted in the best locations (How) 3 - Vibrant "team Waverley" culture (Culture)	<ul style="list-style-type: none"> Creation of a compelling vision and narrative for Waverley Borough Council and its HQs <ul style="list-style-type: none"> To have strategies and action plans which support the vision in terms of: <ul style="list-style-type: none"> Essential requirements for a Council HQ Use of space Ways of working (principles of "task not time", agile working, learning etc.) To have staff and councillors support for an agile working vision and strategy Longer term objectives: <ul style="list-style-type: none"> At ideally nil or limited cost, to change how the space at the Burys is used <ul style="list-style-type: none"> To achieve greater areas for staff to collaborate safely (To create a new office environment predicated on agile working with meeting rooms, confidential spaces and break-out areas to foster team working.) To reduce the number of Waverley BC staff workstations at The Burys to maximum of 150 – thinking carefully about zone areas and working practicalities To rearrange the areas of The Burys allocated to specific Service teams to provide sensible working areas, achieving the desired number of work stations To release some areas of The Burys to provide greater income opportunities or reduce business tax liabilities Office "spring clean" ahead of the space alteration To review workforce work base requirements <ul style="list-style-type: none"> To engage with staff regarding their contractual work base location To confirm business travel implications of "home" or "remote" workers To consider tax implications for dedicated home workers Being mindful not to impede future recruitment Identify ways to achieve cost reduction or income as part of the project Quicker wins objectives: <ul style="list-style-type: none"> To identify aspects of activity or locations in The Burys which are not worth moving in the next three to five years. Identify linkages with Enforcement and Inspection Project – especially for locality hubs 	<ul style="list-style-type: none"> Nil project cost spend New floor plan and service allocated areas for The Burys Clarity on tax implications for Waverley Borough Council and staff who are working at home To progress the Council's transformation to increasingly becoming a digital first organisation 	1. Residual required changes to office spaces (eg. First Floor large storage room) 2. Policy changes and approvals 3. Agree process/methods for reviewing hot desking trial in late Nov/early Dec	Delivery

Completed Projects

Project Number	Project Name	Project Description	Project Focus	Project Deliverables	Status
4	Revenues	Systems thinking review of Revenues activities to prioritise resources to customer calls at first contact			Complete
5	Housing Options PM: David Allum CPR19-4	Review of service function	1. Review of service function	Now BAU activity.	Complete
7	Post, Printing and Scanning PM: Henry Ascoli CPR19-6	Review of post, printing and scanning with a view to reduce expenditure and increasing efficiencies to achieve a saving	This project aims to reduce the council's print and postage costs, improve customer service and minimise potential GDPR breaches. The benefits are savings in postal costs, equipment costs and staff time.	1. New print contract 2. Hybrid mail contract	Now BAU activity. Complete
1	Staff Travel Lead: Henry Ascoli CPR19-1	Reduction in staff travel costs as a result of: - reduced mileage rates - reduced business mileage in own vehicle - review of staff car parking arrangements / cost - income generation - increase fleet size	Understand council staff business travel Reduction in staff travel costs as a result of: 1. reduced mileage rates 2. reduced business mileage in own vehicle 3. Review role requirements for business travel 4. review of staff car parking arrangements 5. review of fleet	1. Reduced staff travel costs 2. Changes in working arrangements and behaviours in support of climate emergency	Now BAU activity. Complete