

# TIC Programme Position Statement

## Policy and Resources Scrutiny Committee

**March 2022**

### 1.0 Purpose

- To provide Policy and Resources Scrutiny Committee with a position statement on the implementation of key priorities within the current TIC Programme.

### 2.0 Background

- The TIC (Transform, Innovate and Change) team is responsible for coordinating the Council's change and transformation programme.
- Since 2012, the team has supported over 40 corporate and service-based projects with the aim of delivering financial efficiencies and improvements to the quality of services. To date, the programme has helped deliver over £20m in cashable non-cashable savings.
- The programme also aims to promote cultural and behavioural changes and ensure that any improvement and change is sustainable.
- The programme is currently focussed on the delivery of 6 thematic workstreams.

<b>Workstream</b>	<b>Strategic Lead</b>	<b>Aim of workstream</b>
<b>Expenditure</b>	Jonathan Morgan	The overall aim of the workstream is to deliver financial savings through efficiencies or cost reductions in order to protect and / or invest in front line services.
<b>Income</b>	Chris Moore	To review the potential to increase income generation across Council services and to further increase the level of Council debt recovered or secured
<b>Digital Transformation</b>	Ainsley Williams	To use technology to support the delivery of more efficient and smarter ways of working.
<b>Service Improvement</b>	Noelwyn Daniel	To develop and implement a service review programme aimed at delivering sustainable change and improvement in respect of both quality and /or efficiency of services.
<b>Demands &amp; Waste</b>	Chair of Heads of Service Group – Helen Pugh	To reduce the level of avoidable contacts received by the Council and to further reduce waste and bureaucracy in respect of corporate/service based processes.
<b>Schools</b>	Gareth Morgans	To develop and implement a strategic programme of work aimed at supporting the County's Headteachers and Governing Bodies in delivering financial efficiencies and cost savings whilst seeking to protect front-line education provision.

### 3.0 TIC Workstream Update

Workstream	Current Priorities	Progress
<b>1.Expenditure</b>	<b>Workstream Purpose:</b> The overall aim is to deliver financial savings through efficiencies or cost reductions in order to protect and / or invest in front line services.	
	The workstream has prioritised the review of areas of <b>'routine/repetitive' Council expenditure</b> , such as travel, mail, and printing, as costs reductions in these areas of spend could limit the need to make any budget reductions in front line service areas as part of the Councils on-going budget setting process.	<ul style="list-style-type: none"> <li>The workstream has been reviewing opportunities to deliver longer term savings as a result of moving to remote/hybrid working. Potential staff travel and print savings have been identified to support dept PBB savings over the next 3 years.</li> <li>TIC Board is also setting a 5% notional target in most other areas of routine spend to test whether bringing greater focus and attention to these areas can help reduce costs.</li> <li>Specific pieces of work are also being undertaken to support this approach e.g. a review of staffing related costs such agency, overtime and standby which have been reported to CMT with actions due to be progressed this year.</li> </ul>
	<b>Contract Management</b> – authority wide position statement on contract management practices.	<ul style="list-style-type: none"> <li>A review of contract arrangements across the Authority was undertaken during 2020 by the Corporate Procurement Unit and a series of recommendations around the development and implementation of training as well as identification of best practice and guidance templates were proposed. The report and delivery plan were presented to CMT in July 2021.</li> <li>Guidance and a training programme including an e-model are due to be introduced this year.</li> </ul>
	<b>Category Management</b> – authority wide position statement on what has been achieved to date/next steps.	<ul style="list-style-type: none"> <li>A comprehensive report on the original implementation on the Category Management approach to procurement; what has happened to date; and the way forward will be considered by TIC Board this year.</li> </ul>
	<b>3<sup>rd</sup> Sector Spend</b> -	<ul style="list-style-type: none"> <li>The Third Sector Panel chaired by the Head of Revenues and Compliance has undertaken analysis of Third Sector spend in 2019/20 and 2020/21. Two pilot projects were proposed in Voluntary Befriending services and Grants Voluntary &amp; Other Organisations. The former has been part of the Communities Third Sector review which resulted in a new commissioning and delivery model.</li> <li>Data cleansing is being undertaken to verify the database of third sector providers which will inform the future work of the Panel.</li> <li>A delivery plan is being monitored by the Group.</li> </ul>
	<b>Financial processes</b> -	<ul style="list-style-type: none"> <li>Previously the key aims of this workstream were to move to electronic invoicing and remove the volume of hard copy invoices being processed as well improving compliance with purchase ordering requirements. This workstream was deferred during the last 18 months due to service pressures. A delivery plan was presented to Expenditure Group and TIC Board last year which is being implemented and will be monitored by the Group.</li> </ul>

	<p><b>Other spend areas</b> <b>SEN transport costs</b></p> <p><b>Staff Travel</b></p>	<ul style="list-style-type: none"> <li>• This was subject to a TIC review in 2018 and savings proposals were identified. The impact of Covid-19 and social distancing requirements has affected the ability to implement the proposals. A meeting with the Head of Service is due to be arranged in the near future to discuss the timescales for the delivery plan.</li> <li>• The Staff Travel/Fleet group is looking to achieve further cost reductions in staff travel expenditure by encouraging staff to continue to undertake meetings remotely where possible, and to seek less expensive/more environmentally friendly options where travel is deemed to be necessary -this will include appropriate use of hire/pool cars etc. The group is also working with the Better Ways of Working project to look at what support mechanisms are required to encourage the use of more sustainable travel options when travelling to and from work.</li> </ul>
	<p><b>Energy costs</b></p>	<ul style="list-style-type: none"> <li>• A comprehensive review of our utilities (energy and water) metering arrangements has been undertaken by the Sustainable Development team. A proposal to confirm additional annual funding of £95k to allow a metering upgrade to “smart” meters was endorsed by CMT in July 2021. This is linked to delivering action NZC 05 “Extend ‘smart’ and sub metering technology to ensure accurate and timely capture of energy consumption data”. The meter upgrade is being progressed and an interface with Agresso is being developed which will also allow paperless billing and payments.</li> </ul>
<p><b>2. Digital Transformation</b></p>	<p><b>Workstream Purpose :</b> This priorities for this workstream have been now focussed around removing the barriers to remote identified via the review of the Council’s response to Covid-19, which will also be key in supporting the roll out of the Better Ways of Working agenda.</p>	
	<p><b>Use of E-signatures to replace hard copy files /documents requiring hard copy signatures</b></p>	<ul style="list-style-type: none"> <li>• A pilot exercise was completed with 3 potential suppliers with a TIC Graduate supporting on the coordination of this project.</li> <li>• Discussions have been held with services to identify potential use across the organisation.</li> <li>• Recommendations paper including a preferred provider is being finalised for consideration by CMT in March 2022.</li> </ul>
	<p><b>Timesheets</b></p>	<ul style="list-style-type: none"> <li>• The project will look to rationalise/automate paper timesheet and adjustment processes.</li> <li>• The project is initially focusing on Building Cleaning to eliminate manual timesheets for some 500 staff.</li> <li>• Resourcelink is being used as the platform for claims.</li> <li>• Mobile devices have been purchased for staff and pilots have been run with some teams of staff to inform the wider roll-out from January 2022.</li> </ul>

	<p><b>Efficiency related IT Developments -capacity within Agresso Team</b></p>	<ul style="list-style-type: none"> <li>• Additional capacity created within IT Agresso development team to support efficiency related initiatives and the Debtor system developments was used as a test case.</li> <li>• New governance arrangements in place to inform prioritisation of work/allocation of capacity.</li> <li>• First of phase of Debtors project is now complete, with 2nd phase now being scoped along with new Energy Interface system.</li> </ul>
<p><b>3. Service Improvement</b></p>	<p><b>Workstream Purpose:</b> To develop and implement a service review programme aimed at delivering sustainable change and improvement in respect of both quality and /or efficiency of services.</p>	
	<p><b>TIC Board has initially prioritised the monitoring of progress in respect of TIC reviews/delivery plans.:</b></p> <ul style="list-style-type: none"> <li>• Planning Enforcement</li> <li>• Property Design</li> <li>• Pensions</li> <li>• LD/MH</li> <li>• Housing repairs</li> <li>• Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Planning Enforcement</b> – updates reported to every meeting / use of key data to monitor service performance.</li> <li>• <b>Property Design</b> – report on capacity/recruitment challenges discussed at TIC/ further update to be presented in new year.</li> <li>• <b>Pensions</b> – progress update reported in July 2021/ further report in 2022.</li> <li>• <b>LDMH</b> – update deferred due to Covid response commitments.</li> <li>• <b>Housing Repairs</b> – request from TIC for progress update/mini check to take place in new year to inform position statement.</li> <li>• <b>Recruitment</b> – process review in progress.</li> </ul>
	<p><b>Alternative Ways of Working</b> – this exercise emerged from the Strategic Review of the impact of Covid-19 on the organisation and the need to identify how many services were looking to continue with alternative ways of working put in place under Covid/, together with any barriers that may need to be overcome.</p>	<ul style="list-style-type: none"> <li>• This exercise has been completed and reported to TIC Board. The report identified that the majority of services planned to continue with the alternative ways of working put in place under Covid, with most services seeing these as an additional option for accessing/delivering the service rather than fully replacement pre-Covid options.</li> <li>• Further update to be reported early 2022.</li> </ul>
	<p><b>Workstream Purpose :</b> This workstream is looking at generating opportunities to generate more income as resulting of adopting a more commercial approach to the delivery of services</p>	
	<p><b>Commercialisation</b> - understanding Council's ambitions in this area and capacity/skills it possesses/requires to take forward commercialisation.</p>	<ul style="list-style-type: none"> <li>• The WAO 'Commercialisation in LA's' self-assessment tool has been used to identify the Council's ambitions in this area, and what skills and capacity are available/required</li> <li>• Focus group held with Heads of Service in December 2021. The session identified further opportunities linked to increased commercialisation, but also some challenges in terms of internal capacity available within</li> </ul>

<b>4. Income</b>		services. A discussion paper based on the outcomes of the session will now be presented to CMT in April 2022.
	<b>Debt Recovery</b> – seek to further strengthen case management practices to support increased recovery of debt.	<ul style="list-style-type: none"> <li>The group is in the process of developing a business case to provide additional resources within legal and debtor functions to support a further increase in levels of debt recovered. This will look to build on the success of previous ‘invest to save’ initiative which recovered an additional £1.8m debt in 3 years. A draft business case has been developed and will be discussed at TIC Board in March 2022.</li> </ul>
	<b>Review of fees and charges</b> - Develop framework/ criteria to support cost recovery approach to the setting of fees and charges across the organisation	<ul style="list-style-type: none"> <li>Discussions with Group Accountants to establish departmental approach to full cost recovery approach to setting of fees and charges.</li> <li>This work will mainly focus on proposals for post-election 2022.</li> </ul>
	<b>Income generation</b> – mapping exercise	<ul style="list-style-type: none"> <li>Exercise to look at top 10 income generators and identify issues such as existence of a subsidy/surplus ; recovery of costs; comparisons with others; charging strategy; economic context etc.</li> </ul>
	<b>Income Collection Methods</b> - Develop a prioritised list of services/ processes to review.	<ul style="list-style-type: none"> <li>Group to revisit work already done in this area with a view to developing a position statement.</li> </ul>
	<b>Charging for Services</b> - establish the legal framework which services will need to operate within when considering charging for services undertaken on behalf of other public/private sector partners	<ul style="list-style-type: none"> <li>Previous briefing note on legal powers is now to be updated to reflect new WG legislation.</li> </ul>
	<b>Advertising and Sponsorship</b> - Further develop advertising and sponsorship opportunities across the Council	<ul style="list-style-type: none"> <li>Opportunities to progress advertising on roundabouts across county - group is working with colleagues in Environment to implement phased delivery plan.</li> </ul>
<b>5. Demands and Waste</b>	<b>Workstream Purpose</b> It was agreed that this workstream should re-start in May 2021, but that its priorities should reflect the impact/key learning from the Covid-19 crisis.	
	<b>Customer Contacts and Mail Project:</b> <ul style="list-style-type: none"> <li>Reviewing the Council’s approach for dealing with customer contacts with a view to improving response times and increasing those that are able to be resolved at first point of contact.</li> <li>Reviewing the volumes of hard-copy incoming and outgoing mail with a view to reducing it/ensuring any</li> </ul>	<ul style="list-style-type: none"> <li>Analysis underway to assess to evaluate ability to deal with enquiries as first point of contact and those which are passed to services. Media and Marketing are currently working with a range of services to look at reducing avoidable contacts in high volume areas.</li> <li>Review is also looking to evaluate the impact of the Hwb arrangement in Planning Services as a model which could be deployed elsewhere.</li> </ul>

	residual hard copy mail is processed in the most cost-effective way.	<ul style="list-style-type: none"> <li>A pilot of hybrid mail arrangement via DSI is taking place across a range of services within Communities Dept. This has the potential to be then rolled out across other sites/mail would be significantly rationalise existing hard copy mail arrangements.</li> </ul>
	<ul style="list-style-type: none"> <li>Providing a position statement on progress in rationalising/automating priority areas to emerge from the What Wastes Your Time exercise to TIC Board 23.06.21</li> </ul>	<ul style="list-style-type: none"> <li>Position Statement reported to TIC Board in June 2021 which identified that significant progress has been made in rationalising/further automating key corporate processes. The workstream may now look to undertake phase 2.</li> </ul>
<b>6. Schools</b>	<b>Workstream Purpose :</b> Supporting transformation and change in schools and helping them to deliver financial efficiencies and cost savings whilst seeking to protect front-line education provision.	
	<ul style="list-style-type: none"> <li>Further monitoring of schools routine spend via dashboard/ further investigate high spend areas.</li> </ul>	<ul style="list-style-type: none"> <li>Routine Spend information used to inform on-going work with schools in deficit.</li> <li>Use of efficiency templates to be formalised and aligned with other work to support more sustainable school budgets/used to inform MEP programme.</li> <li>However ongoing impact of dealing with Covid in schools is impacting upon progress.</li> </ul>
	<ul style="list-style-type: none"> <li>Further support improvement work – Property Maintenance and schools.</li> </ul>	<ul style="list-style-type: none"> <li><b>Handyvan service</b> – pilot with 95 primary schools launched December 2021.</li> <li><b>Stock Condition Survey Programme</b> – recruitment underway for an inhouse team.</li> </ul>

#### 4.0 Key actions to be taken forward next year as part of the TIC Business Plan :

- ❖ Develop a TIC Transformation Strategy to ensure that TIC work is fully aligned with supporting the key priorities of the organisation. E.g. BWOW / Digital transformation / NZC / Commercialisation
- ❖ Continue to implement a balanced work programme ensuring that the programme is able to respond to the short, medium, and longer term objectives of the organisation
- ❖ Continue to provide project management support to the Better Ways of Working Project.
- ❖ Strengthen performance management and reporting aspects of the TIC Programme and align with corporate performance management framework.
- ❖ Further develop the use of data intelligence and Power BI in support of the TIC thematic workstreams
- ❖ Further support services to ensure that ‘smarter ways of working’ adopted through the Covid 19 pandemic are sustainable
- ❖ Work with senior leaders to help identify the Council’s ambitions for commercialisation and ensure that there is the sufficient resources and skills to help deliver against these ambition
- ❖ Provide development and support for services in developing a self-help approach to Continuous Improvement
- ❖ Re-launch the TIC awards event to recognise improvement activity across the organisation

- ❖ Consider the development of a key suite of measures to evaluate the impact of and outcomes from the TIC Programme
- ❖ Further develop mechanisms to engage the public and service users in the work in shaping priorities and outcomes from the TIC Programme
- ❖ Continue to support schools in identifying potential financial savings or achieving value for money in receipt of key Council support services