

Whole Council Design

Bob Lanzer

Lead Member - Transformation

Nathan Elvery

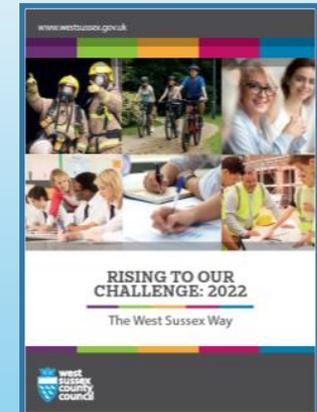
Chief Executive

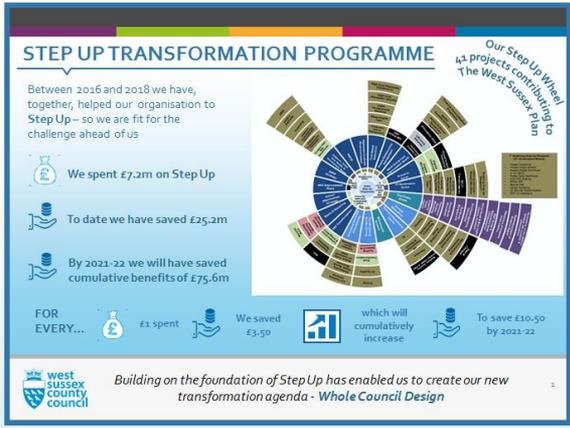
22 March 2019



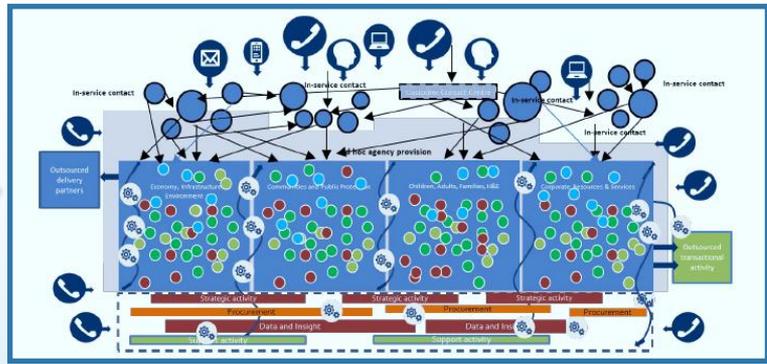
Strategic Context

- The West Sussex Plan (WSP) – published in 2017 – set out the **outcomes** we want to achieve for our communities by 2022.
- Since we published The West Sussex Plan we have:
 - Routinely assessed our corporate performance to deliver outcomes for our communities against 67 external and 33 internal **measures**
 - Focused our **priorities** on Stepping Up and developing our policies and strategies for the future
- We have now successfully completed our first phase of transformation. By investing just over £7m we have achieved savings of £25m from the Step Up Programme. This means that for every £1 spent we have saved £3.50. By 2021-22, we will have saved over £75m – a saving of £10.50 for every £1 spent.
- We know there is still much to do. In Rising to Our Challenge 2022 (launched in October 2018) we set out the financial, performance and culture challenges we face. Whole Council Design is our second phase of transformation to change the way we operate to overcome these challenges.
- By becoming more efficient and effective, we will make sure that the **budget** agreed by the Cabinet in February, is used to deliver the outcomes we committed to achieving for our communities by 2022.





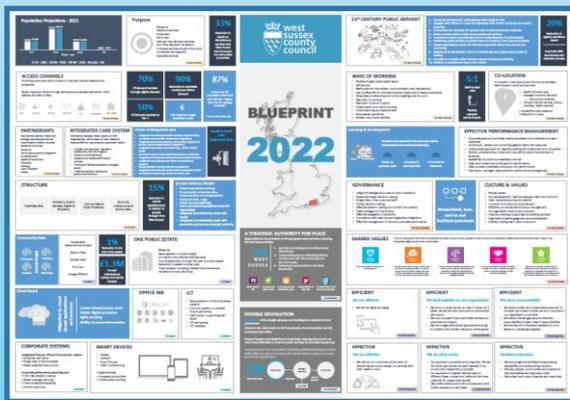
Since 2016, we have been stepping up to get the basics right in our organisation. By investing £7m we have realised savings of more than £25m. This means for every pound spent we have saved £3.50. By 2022, we will have cumulatively saved over £75m increasing our saving to £10.50 for every pound spent.



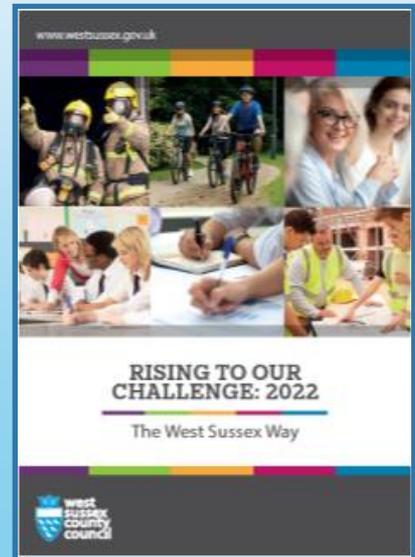
An assessment of our operating model in 2017 showed that we operate complex/duplicated processes, work in silos, have unconnected systems and our customer experience is poor.



In 2017, we also published The West Sussex Plan containing the 5 key strategic outcomes (and 25 sub-outcomes) we want to achieve for our communities.



Implementing our corporate and business plan priorities will help us achieve a new operating model, become more efficient and effective and successfully overcome financial, performance and cultural challenges to achieve The West Sussex Plan.



Rising to the Challenge 2022 was launched in 2018. This set out the financial, performance and cultural challenges we face and how we intend to tackle them with our principles, The West Sussex Way and Whole Council Design transformation agenda.



Our Transformation Journey

Whole Council Design Themes

For our second phase of transformation, we are focusing on three **delivery** themes:

- 1. Customer** – This delivery theme supports our West Sussex Way principle to be more effective and put our customers at the heart of everything we do. Most of the Customer projects are designed to help us manage demand through channel shift and influencing behaviour.
- 2. Community** – One of the projects under this theme is delivering our community hubs strategy. By providing more services under one roof we can protect frontline services and rationalise our estate. This supports our West Sussex Way principle for encouraging resilient enterprise.
- 3. One Council** – Projects under this delivery theme will ensure delivery of our West Sussex Way principles to do what works, lead together as one organisation and share accountability. One of the projects that we are implementing under this theme is the replacement of our corporate systems for HR, Finance and Procurement.

Whole Council Design Themes

Whole Council Design also has three **cross-cutting** themes:

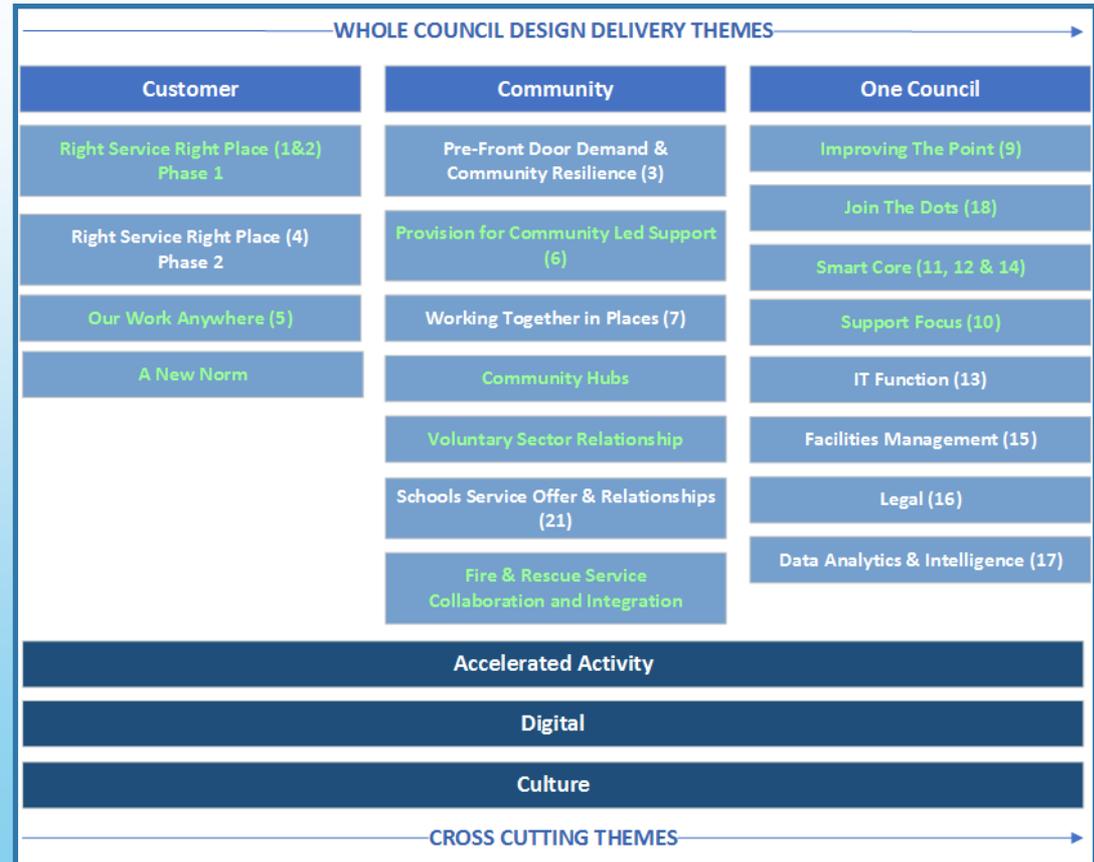
1. **Accelerated Activity** – We will continue accelerated activity we started in April 2018 to build momentum and deliver change at pace. We have delivered a number of initiatives under this theme that we will share with you shortly.
2. **Digital** – We will be digital by design to support our West Sussex Way principle to be more efficient. We know our customers are not all the same. We will make a variety of channels available for them to contact us and ensure our resources are prioritised for our most vulnerable customers.

3. **Culture** – We will harness all the talent available to take our staff on the change journey. We want everyone in our organisation to understand the impact of changes we make in one area on another and work collaboratively to solve problems.

Our delivery and cross-cutting themes will ensure we work together as a Whole Council to tackle the financial, performance and culture challenges we face

Key Messages

- *We are confident in delivering our transformation agenda.*
- *We have already demonstrated a track record for delivering successful change in our first phase of transformation - Step Up Programme - and our early achievements for Whole Council Design*
- *We are committed to being an organisation that delivers the promises we have made to our communities by 2022.*
- *We have developed the West Sussex Way specifically to focus priorities and resources to become more efficient and effective.*
- *We have learned much from the Step Up Programme and will leverage this knowledge transfer.*
- *We will change our council ourselves. We will lead by example and prioritise our time and the time of our staff to not only make change happen but to make sure change sticks.*



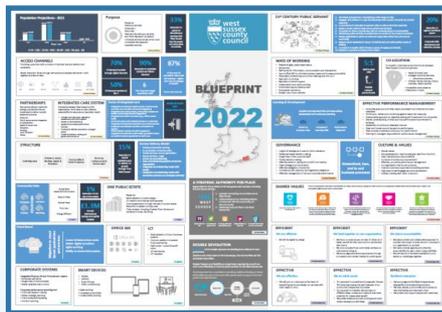


Procured Firmstep software for digital technology

Soft launch of the Staff App – Big Exchange



Draft Blueprint



Corporate & Business Plan priorities



Better results from searching top 10 themes on The Point



Commenced pilot for VR headsets to understand childhood trauma



Found free storage for IPEH

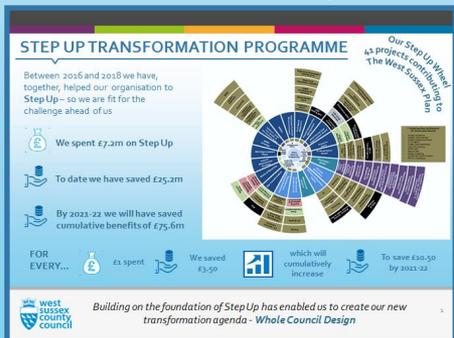


Shift from colour to black and white printing

New corporate performance pack



Closure of Step Up Programme



New smartphones issued to Pupil Entitlement staff



Business cases for Community Hubs and Replacement of Corporate Systems



Advertising on electric cars



Scanning receipts instead of submitting paper copies



Whole Council Design Achievements

First 6 Months – September 2018 to March 2019