Transformation Programme

Programme Plan

Version v1.2

6 July 2015

Change History

Version	Date	Change by	Reason for Change
0.1	23rd June 2015	Richard Quayle	**Draft version for agreement by Regulatory and Support Services Committee**
1.0	6th July 2015	Richard Quayle	**Version agreed by Regulatory and Support Services Committee (no changes to v0.1)**
1.1	3rd September 2015	Hetty Thornton	**Re-profiling of milestone completion dates**
1.2	29th October 2015	Hetty Thornton	**Re-profiling of milestone completion dates and addition of new project**

1. Our Vision

At East Cambridgeshire, we believe **the customer must be at the heart of everything we do**.

At a time when budgets within the public sector are being reduced, it is more important than ever that priorities are driven by customers and services designed and delivered around their needs.

This Transformation Programme sets out how East Cambridgeshire District Council will transform the way customers are engaged and services are delivered, whilst delivering proposals to help close the financial budget gap.

Purpose of the Transformation Programme
1. Ensure customers receive a welcoming and friendly service, where services are designed around customer needs and enquiries are resolved quickly at first point of contact wherever possible.
2. Create a 'learning and improving' environment, where customer feedback and management information is reviewed by service teams and used to proactively improve how services are provided and resources are allocated.
3. Provide a range of channels that customers can use to access our services, offering greater choice and convenience to the customer whilst delivering greater value for money and consistency of service across channels.
4. Work with partners to deliver holistic, joined up and efficient services that are designed around the needs of the customer.
5. Ensure locally elected members are equipped with the tools and information they require to be effective as possible in their role as community leaders.
6. Operate as a commercially focused organisation which functions as an astute business, with streamlined processes, best use of modern technology and an entrepreneurial approach to developing new opportunities.
7. Provide a customer focused approach to our communities needs by encouraging and supporting a citizen led environment - developing community capacity and giving local people, voluntary organisations and businesses greater scope to work together to find local solutions to local problems.

Measuring our success

Successful delivery of the programme will be measured through:

- Improved customer satisfaction
- Member and officer satisfaction with support service provision
- Improved officer feelings of engagement and clarity of direction
- Increased proportion of customer transactions online
- Increased number of customer enquiries resolved at first point of contact
- Cashable savings / income generation

2. Delivering the Vision

A portfolio of projects has been identified to deliver the Programme Vision. These projects have been grouped under 3 headings:

Customer Focused

These projects will deliver more customer focused services, this will include:

- Developing more effective and user friendly self service options.

- Creating new customer focused websites.

- Introducing web chat and making better use of social media.

- Considering opportunities to expand the number of physical locations where customers can make payments and review benefits of additional online payment methods such as PayPal.

- Resolving as many customer queries at first point of contact by expanding the depth of services provided through Customer Service.

- Working with partners to investigate opportunities to provide customers with joined up services e.g. more partner organisations in reception.

- Reviewing opportunities to improve customer accessibility to Council services outside of Ely.

- Working with relevant partners and communities to develop and deliver joint campaigns that .address issues that matter to the public

Learning and Improving

These projects have been identified to deliver a 'learning and improving' environment. This includes:
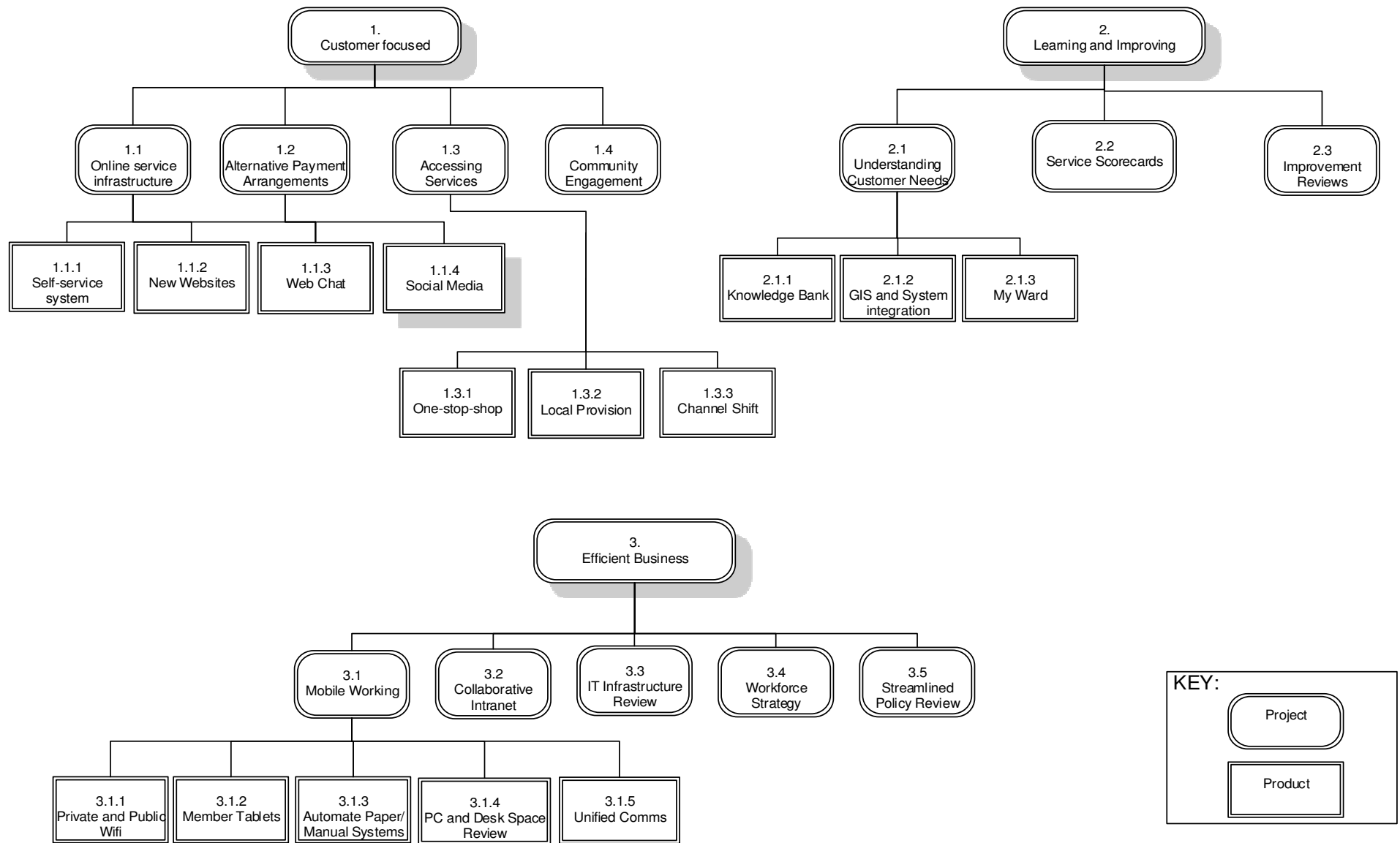
- Creating a "My Ward" application will be accessible electronically and provide:
    - Members with key information regarding issues, requests and statistics relating to their area.
    - The public with key service related information relating to their area e.g. bin collection days.

- Developing GIS so that services can view issues, requests and assets graphically on a map. Each type of information will be added as a separate 'layer' and the GIS system will enable users to view multiple layers at once e.g. overlay missed bins with truck routes.

- Developing electronic scorecards that provide performance and service information that is tailored to managers, teams and Members. The scorecards will ensure that officers and Members have access to the information they need to effectively carry out their role.
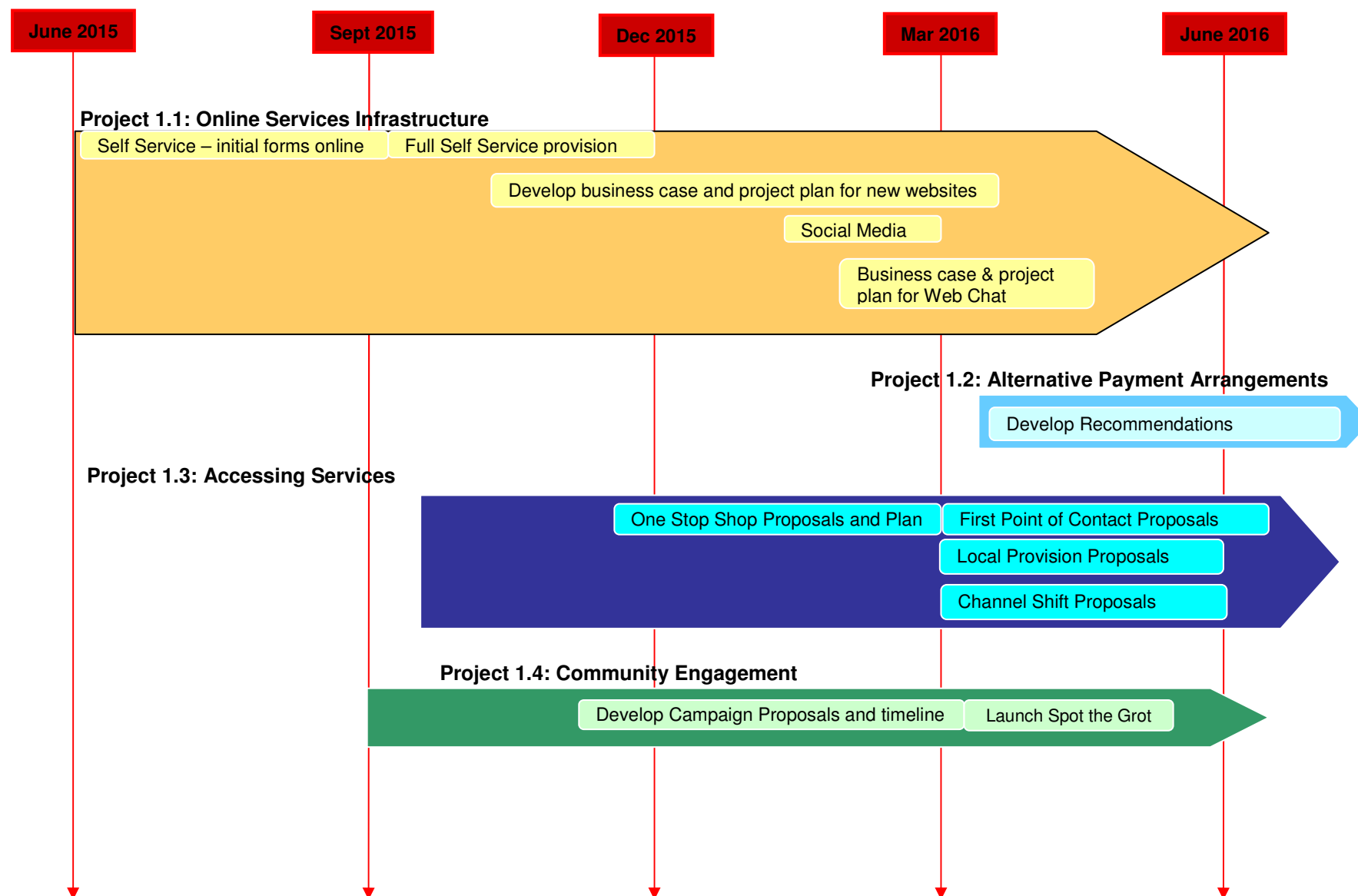
Efficient Business

These projects will look to streamline processes and approaches, whilst making better use of technology. This will include:

- Introducing WiFi throughout The Grange and Oliver Cromwell's House.

- Providing Members with tablets - improving access to information and reducing cost of printing agendas.

- Automating paper and manual systems.

- Reviewing desktop requirements of officers to ensure they have the most suitable technology for their role e.g. PC, laptop or tablet etc. This project will also develop options for using remote working to free up desk spaces in order to reduce office costs or generate income.

- Unified Comms and video conferencing to reduce costs e.g. reducing mileage for meetings.

- Developing of a new Intranet that supports collaborative working

- Creating a new Workforce Strategy and streamlining policies to remove unnecessary bureaucracy and encourage innovation.
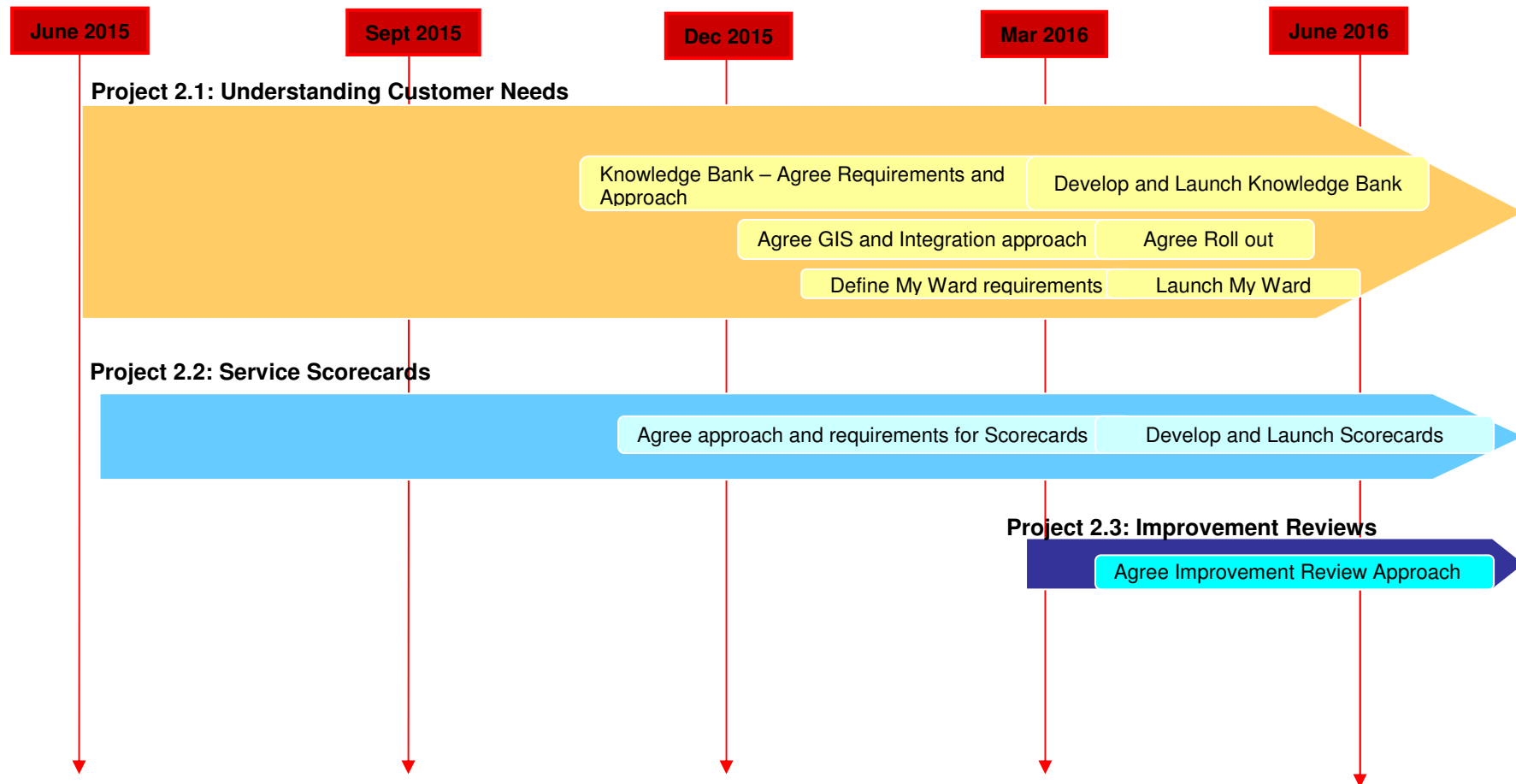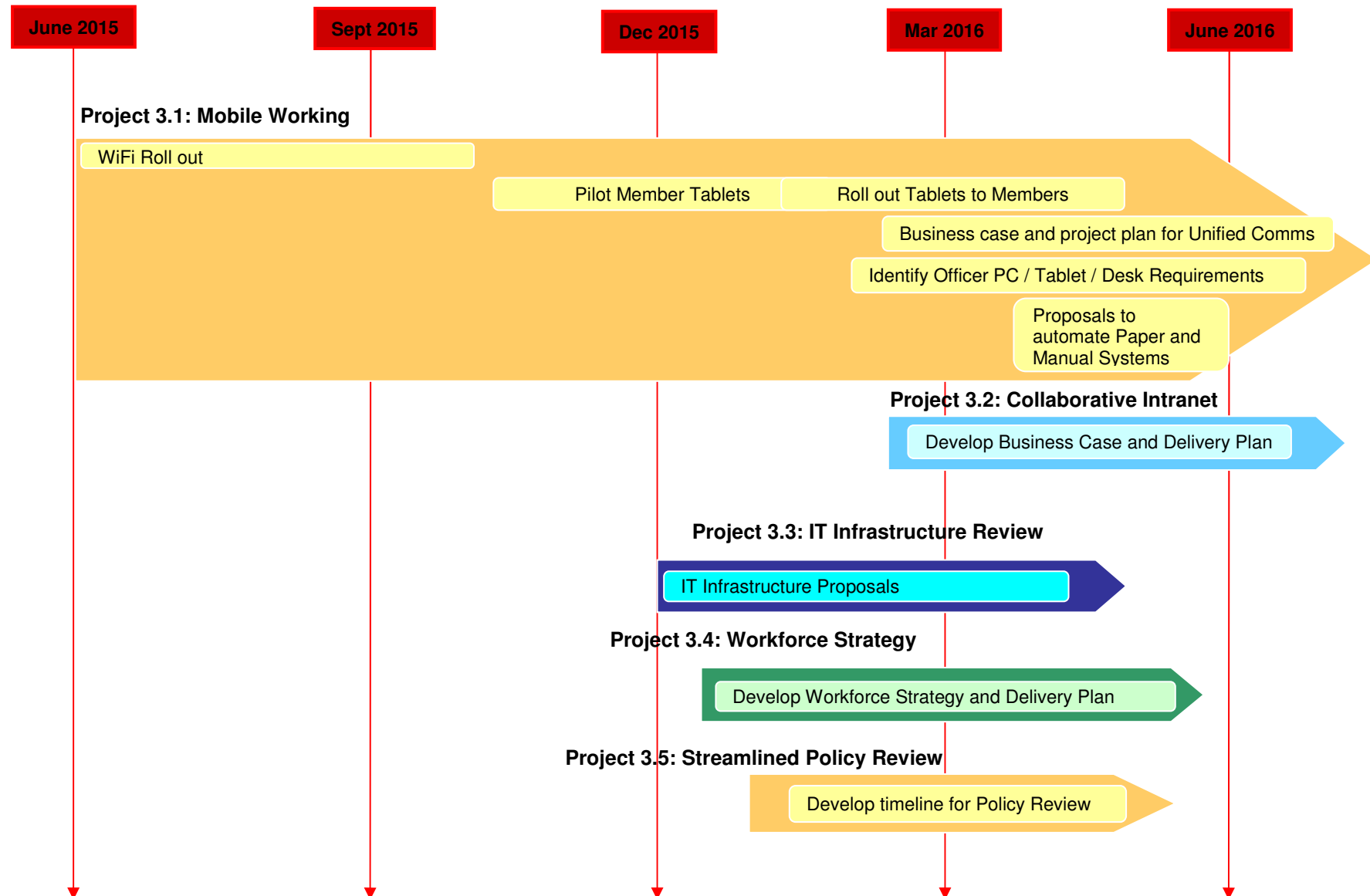
1. Project Breakdown Structure

```
                    ┌─────────────────┐                                              ┌──────────────────────┐
                    │       1.        │                                              │          2.          │
                    │ Customer focused│                                              │ Learning and Improving│
                    └────────┬────────┘                                              └───────────┬──────────┘
         ┌──────────┬────────┼──────────┬──────────┐                        ┌──────────────────┼──────────────────┐
   ┌─────┴─────┐┌───┴──────┐┌┴────────┐┌┴────────┐           ┌──────┴──────┐   ┌──────┴──────┐   ┌──────┴──────┐
   │    1.1    ││   1.2    ││  1.3    ││  1.4    │           │     2.1     │   │     2.2     │   │     2.3     │
   │Online     ││Alternative││Accessing││Community│           │Understanding│   │Service      │   │Improvement  │
   │service    ││Payment   ││Services ││Engagement│          │Customer Needs│  │Scorecards   │   │Reviews      │
   │infrastructure││Arrangements│└─────────┘└─────────┘       └──────┬──────┘   └─────────────┘   └─────────────┘
```

| 1.1.1 Self-service system | 1.1.2 New Websites | 1.1.3 Web Chat | 1.1.4 Social Media |

| 2.1.1 Knowledge Bank | 2.1.2 GIS and System integration | 2.1.3 My Ward |

| 1.3.1 One-stop-shop | 1.3.2 Local Provision | 1.3.3 Channel Shift |

```
                              ┌─────────────────┐
                              │       3.        │
                              │Efficient Business│
                              └────────┬────────┘
         ┌──────────┬─────────┬────────┼────────┬──────────┐
   ┌─────┴─────┐┌───┴─────┐┌───┴──────┐┌┴────────┐┌─────────┐
   │    3.1    ││   3.2   ││   3.3    ││  3.4    ││   3.5   │
   │Mobile     ││Collaborative││IT Infrastructure││Workforce││Streamlined│
   │Working    ││Intranet ││Review    ││Strategy ││Policy Review│
   └─────┬─────┘└─────────┘└──────────┘└─────────┘└─────────┘
```

| 3.1.1 Private and Public Wifi | 3.1.2 Member Tablets | 3.1.3 Automate Paper/ Manual Systems | 3.1.4 PC and Desk Space Review | 3.1.5 Unified Comms |

KEY:

| Project |
| Product |

2. High level Programme Schedule – Customer Focused

June 2015 **Sept 2015** **Dec 2015** **Mar 2016** **June 2016**

Project 1.1: Online Services Infrastructure

Self Service – initial forms online
Full Self Service provision
Develop business case and project plan for new websites
Social Media
Business case & project plan for Web Chat

Project 1.2: Alternative Payment Arrangements

Develop Recommendations

Project 1.3: Accessing Services

One Stop Shop Proposals and Plan
First Point of Contact Proposals
Local Provision Proposals
Channel Shift Proposals

Project 1.4: Community Engagement

Develop Campaign Proposals and timeline
Launch Spot the Grot

High level Programme Schedule – Learning and Improving

June 2015   **Sept 2015**   **Dec 2015**   **Mar 2016**   **June 2016**

Project 2.1: Understanding Customer Needs

Knowledge Bank – Agree Requirements and Approach

Develop and Launch Knowledge Bank

Agree GIS and Integration approach

Agree Roll out

Define My Ward requirements

Launch My Ward

Project 2.2: Service Scorecards

Agree approach and requirements for Scorecards

Develop and Launch Scorecards

Project 2.3: Improvement Reviews

Agree Improvement Review Approach

High level Programme Schedule – Efficient Business

June 2015   **Sept 2015**   **Dec 2015**   **Mar 2016**   **June 2016**

Project 3.1: Mobile Working

WiFi Roll out

Pilot Member Tablets   Roll out Tablets to Members

Business case and project plan for Unified Comms

Identify Officer PC / Tablet / Desk Requirements

Proposals to automate Paper and Manual Systems

Project 3.2: Collaborative Intranet

Develop Business Case and Delivery Plan

Project 3.3: IT Infrastructure Review

IT Infrastructure Proposals

Project 3.4: Workforce Strategy

Develop Workforce Strategy and Delivery Plan

Project 3.5: Streamlined Policy Review

Develop timeline for Policy Review

3. Project Outlines

Project 1.1: Online Services Infrastructure

1. Project Description
Develop improved functionality for services to be accessed via the website.

2. Key Products

Product 1.1.1: Self Service system
Develop improved online form system that enables customers to not only raise service requests online but also monitor their progress. Unlike the current form system, the new system will be compatible with tablets and smartphones, use maps with GPS positioning, as well as integrate with the Customer Relationship Management system and other applications as required.

Product 1.1.2: New Websites
Develop new websites and governance arrangements for the Council's main website and its tourism website. Longer term there may be a requirement to develop a commercial website for the Council.
The current Council websites can be difficult to navigate. In order to encourage customers to use the website as the channel of choice, this project will deliver new websites with the layout and content designed around the customer. Customers will not be expected to understand Council departments to navigate around the website.
A new website for "visit Ely" will also be developed by Tourism and Town Centre Services. The new website will provide the portal for finding out about tourism and accommodation providers.

Product 1.1.3: Web Chat
Develop Web Chat functionality on the Council website as an additional channel that customers can use to communicate with the Council.

Product 1.1.4 Social Media
Investigate benefits and opportunities to make better use of Social Media.

3. Roles and Responsibilities
Corporate Management Team Lead: Richard Quayle, Director (Support Services)
Senior User: Annette Wade, Customer Services Manager
Senior Suppliers: Mark Chadwick, Principal ICT Officer
Tracey Harding, Tourism and Town Centres Manager
Communications Lead – Social media aspect of project
Annette Wade, Customer Services Manager – Website aspects of project
Project Manager: Annette Wade- Project Manager for **New Websites**

4. Budget

The Self Service system has already been purchased as part of the new Customer Relationship Management System.

A business case will be developed outlining costs for the websites and web chat.

5. Key Project dates

Product 1.1.1: Self Service system

- July 2015 – Roll out timeline for moving
- September 2015 – First tranche of key online self-service forms available on website along with integrated payments
- December 2015 – Second tranche of more complex self service forms available on the website

Product 1.1.2: New Websites

- **February 2016** – PID for ECDC website
- **February 2016**- Develop business case for the tourism website and project plan for creating new websites

Product 1.1.3: Web Chat

- **February 2016** – Develop business case and project plan for implementing Web Chat

Product 1.1.4 Social Media

- **January 2016** – Produce report outlining social media opportunities and proposals
- **March 2016**- Develop business case and project plan for implementing Web Chat

N.B. development of projects will be dependent on the IT Infrastructure Review.

6. Significant Risks and Equality Impact Assessment key messages

No significant risks identified.

This project will provide additional functionality and will not have a negative effect on protected characteristics.

Project 1.2: Alternative Payment Arrangements

1. Project Description
This project will review current payment methods used by customers to pay for Council services. It will make recommendations to enhance the convenience to customers and reduce costs to the Council.
The project will consider options such as expanding the number of physical locations where payments can be made and reviewing benefits of additional online payment methods such as PayPal. It will also develop recommendations to encourage customers to move to the most convenient and cost effective payment methods such as direct debit.

2. Roles and Responsibilities
Corporate Management Team Lead: Richard Quayle, Director (Support Services)
Senior User: Annette Wade, Customer Services Manager
Senior Suppliers: Andy Radford, Financial Services Manager
Project Manager: tbc

3. Budget
This project will deliver a financial saving but there are expected to be upfront costs. Costs and savings will be identified as part of the recommendations report, along with a business case.

4. Key Project dates
July 2016 – Develop recommendations along with a business case
August 2016 – Develop delivery plan

5. Significant Risks and Equality Impact Assessment key messages
Risks and any potential impact on equality will be considered during the development of recommendations.

Project 1.3: Accessing Services

1. Project Description

Customers have different requirements and preferences when it comes to how they access services. As such, the Council is committed to providing access through a range of channels. This project will demonstrate the Council's commitment by putting in place arrangements for:

- Resolving as many customer queries at first point of contact by expanding the depth of services provided through Customer Service.

- Working with partners to investigate opportunities to provide customers with joined up services.

- Reviewing opportunities to improve customer accessibility to Council services outside of Ely.

- Developing an ongoing process for reviewing the use and effectiveness of online customer access channels, in order to develop improvements and promote online access.

2. Key Deliverables and Measures

- Future proposals for reception area agreed
- Improved accessibility for customers that live outside of Ely
- Increased proportion of customer transactions online
- Increased number of customer enquiries resolved at first point of contact
- More efficient, joined up services that are designed around the customer
- **Customer Service staff are confident at providing guidance to customers on Universal Credit**

3. Key Products

Product 1.3.1: One Stop Shop
The Transformation Programme Vision contains a commitment to work with partners to deliver holistic, joined up services that are designed around the needs of the customer. This product will reconsider how The Grange reception area currently functions – this will include developing recommendations on:
- Additional partners to be based in reception that enhance the customer experience and increase efficiency
- Opportunities for cross working between the different partners in reception to provide a better service to customers and more efficient utilisation of resources
- Developing the role of 'meet and greet' and encourage use of user-friendly and effective self service kiosks
- Opportunities to provide more services at first point of contact (this will consider all contact channels not just visits to reception, and identifying service standards)
- **Provide support and guidance on Universal Credit**
The product will deliver recommendations that get agreed.
Product 1.3.2: Local Provision
This product will identify opportunities to improve customer accessibility to Council services across the district then deliver agreed recommendations. It will consider options such as

electronic self service kiosks, video conferencing and using partner offices to provide services in locations across the district.

Product 1.3.3: Channel Shift
This product will review the channels customers currently use to access individual services and how they can be encouraged to use switch to more efficient channels e.g. web. This product will include creating and/or improving the content of the Council web pages where it will support channel migration as well as promotional work.

4. Roles and Responsibilities

Corporate Management Team Lead: Richard Quayle, Director (Support Services)

Senior Suppliers: Annette Wade, Customer Services Manager

Project Manager: Helen Sarkies, Project Manager for One Stop Shop Project

5. Budget
Budget requirements will be identified during the development of the proposals.

6. Key Project dates

Product 1.3.1: One Stop Shop

- **January 2016** – Develop report identifying potential partners and proposals for reception area. This will include a business case and delivery plan.
- February 2016 – Identify opportunities to provide more services at first point of contact and produce delivery plan for agreement.

Product 1.3.2: Local Provision

- **March 2016** – Identify and develop proposals for improving customer accessibility to Council services across the district. This will include a business case and delivery plan.

Product 1.3.3: Channel Shift

- **March 2016** – Create and agree report setting out opportunities and delivery plan for encouraging customers to use the most convenient and cost effective access channel.

7. Significant Risks and Equality Impact Assessment key messages
Risk identification and equality assessment will be carried out during the development of proposals.

Project 1.4: Community Engagement

1. Project Description
To maximise its effective the Council recognises the need to work in partnership with other organisations and the communities it serves. This project will work with relevant partners and communities to develop and deliver joint campaigns that address issues that matter to the public.

2. Key Deliverables and Measures
• Identify, agree and deliver joint campaigns addressing issues that matter to local people • Deliver campaign to encourage local residents to report environmental issues such as dog fouling and fly-tipping through mobile phones

3. Roles and Responsibilities
Corporate Manager Team Lead- Emma Grima, Director (Commercial and Corporate Services) **Senior User:**   Lewis Bage, Community Project and Engagement Officer Services Manager **Senior Supplier:**   Dave White, Waste **Project Manager:**   Lewis Bage, Community Project and Engagement Officer

4. Budget
Budget requirements will be identified alongside the development of the proposals.

5. Key Project dates
January 2016 – Identify campaign proposals along with a timeline for agreement **March 2016** – Launch campaign to encourage residents to partner with us to report environmental crime using mobile devices

6. Significant Risks and Equality Impact Assessment key messages
Risk / equality assessment will be carried out during the development of the proposals.

Project 2.1: Understanding Customer Needs

1. Project Description

To make informed decisions regarding our services it is important that we understand our customer's expectations, requirements, experience and views of our services.   This project will pull together relevant information into a knowledge bank and use it to inform locality priorities and service design.

2. Key Deliverables and Measures

- "My Ward" application that provides functionality in line with the product description below (labelled Product 2.1.3).
- Key database systems connected to enable a central Knowledge Bank of relevant key information for use by "My Ward", GIS system and the Service Scorecards.
- Develop the GIS with data layers displaying key assets, statistics and requests/issues on a map to support service improvement.

3. Products

Product 2.1.1: Knowledge Bank

The Council and its partners have a wealth of information that can be used to better the design of services. This product will:
- Identify information that is required to inform service design, resourcing and priorities – this will include proposals for understanding customer views on services.
- Pull the information into a "Knowledge Bank" that is accessible and easy to use.

Product 2.1.2: GIS and System Integration

This product will link relevant database systems to the GIS application so that services can view issues and assets etc graphically on a map. Each type of information will be added as a separate 'layer' and the GIS system will enable users to view multiple layers at once e.g. overlay missed bins with truck routes. Work will be done with Service Leads to understand what information they would benefit from being displayed on GIS.

Product 2.1.3: My Ward
The "My Ward" application will be accessible electronically and provide:
- Members with key information regarding issues, requests and statistics relating to their area.
- Public with key service related information relating to their area e.g. bin collection days.

4. Roles and Responsibilities

Corporate Management Team Lead: Richard Quayle, Director (Support Services)

Senior User: Annette Wade, Customer Services Manager

Senior Suppliers: Mark Chadwick, Principle ICT Officer

Project Manager: tbc

5. Budget
Budget requirements will be identified and agreed within the product approaches / plans.

6. Key Project dates

Product 2.1.1: Knowledge Bank

- **March 2016** - Agree approach for identifying requirements and delivering Knowledge Bank (including business case)
- **May 2016** - Identify datasets to be included in the Knowledge Bank
- **June 2016** - Review suitability of data currently being captured in CRM and any changes in requirements to working practices
- **July 2016** - Develop and launch Knowledge Bank

Product 2.1.2: GIS and System Integration

- **March 2016**- Agree approach for identifying requirements and delivering GIS solution
- **May 2016** - Identify datasets to be included as layers in GIS
- **June 2016** – Agree a roll out programme for GIS and timeline for adding layers

Product 2.1.3: My Ward

- **March 2016** – Define Member requirements for My Ward along with costs for agreement
- **July 2016** – Launch My Ward application

7. Significant Risks and Equality Impact Assessment key messages
Risks will be defined within the product approaches / plans.

Project 2.2: Service Scorecards

1. Project Description

The project will develop electronic scorecards that provide performance and service information that is tailored to managers, teams and Members. The scorecards will ensure that officers and Members have access to the information they need to effectively carry out their role, e.g. team sickness figures, income generated, project status, complaints received, number of applications that are approaching deadlines etc.

Scorecards will automatically be updated by department applications holding the relevant information. The scorecard will be a high level summary of management information along with a RAG status, however the user will be able to select items of interest and delve into the data in more detail.

2. Key Deliverables and Measures

- Identification of the information each service needs to have access to in order to be effective and efficient
- Electronic scorecard system tailored to managers, teams and Members

3. Roles and Responsibilities

Corporate Management Team Lead: Richard Quayle, Director (Support Services)

Senior User: Service Leads

Senior Suppliers: Hetty Thornton, Performance Management Officer & Programme Manager

                 Mark Chadwick, Principal ICT Officer

Project Manager: **Hetty Thornton- Performance Management Officer & Programme Manager**

4. Budget

Budget requirements will be identified and agreed within the business case.

5. Key Project dates

- **March 2016**- Agree approach for identifying requirements and delivering scorecards (including business case)
- **April 2015**- Identify data to be reported on the scorecards
- July 2016 - Develop and launch Scorecards

6. Significant Risks and Equality Impact Assessment key messages

Risks will be defined within the approach.

Project 2.3: Improvement Reviews

1. Project Description
Improvement Reviews will be carried out on Services where specific performance or efficiency issues have been identified that need to be addressed. A methodology will be defined to deliver service improvements - it will focus on addressing the issue highlighted and ensure the service is joined-up, customer-focused and efficient.

2. Key Deliverables and Measures
• Methodology for carrying out Improvement Reviews and addressing issues highlighted • Improved performance, efficiency and customer focus

3. Portfolio Holder, SMT Lead and Project Manager
Corporate Management Team Lead: Richard Quayle, Director (Support Services) Senior User: Service Leads Senior Suppliers: Hetty Thornton, Performance Management Officer Project Manager: **Trevor Bowd- Principal Auditor**

4. Budget
Improvement Reviews are expected to lead to efficiency savings but may require an upfront cost. Business cases will be developed for agreement for each Improvement Review requiring spend.

5. Key Project dates
July 2016 – Agree Improvement Review methodology and carry out reviews as required

6. Significant Risks and Equality Impact Assessment key messages
Risk / equality assessment will be carried out during the Improvement Review.

Project 3.1: Mobile Working

1. Project Description

To create an efficient and responsive working environment using mobile technology. Use of mobile and tablet technology will be used to reduce paperwork and associated costs, enable officers and Members to be more responsive and efficient with their time by accessing systems without having to return to the office, free up desk space which could potentially be rented out.

2. Key Deliverables and Measures

- Tablets available to Members and officers where appropriate to their role
- Reduced costs e.g. less mileage, less paper / postage for agendas
- Freeing up of desk space which could potentially be rented out
- More responsive and efficient services e.g. able to access and update information when out of the office

3. Products

Product 3.1.1: Wifi

Wifi is currently available in the Council Chamber and a number of other rooms at the Grange. This will be made available throughout The Grange and Oliver Cromwell's House.

Product 3.1.2: Member Tablets

Tablets will be made available to Members in order to reduce costs of printing agendas. A full business case will be produced to demonstrate the benefits and financial savings.

This product will also ensure that existing systems that Members and officers require access to are compatible with the Tablets.

Product 3.1.3: Automate Paper and Manual Systems

This product will identify opportunities to automate manual processes, move paper based processes to electronic systems, identify opportunities to reduce double-keying by integrating systems, and review how the Council manages its documents.

Product 3.1.4: PC and Desk Space Review

This product will review requirements of officers to identify the technology most suitable to their role e.g. PC, laptop, tablet etc. It will develop options to free up desk spaces and utilise this to either reduce office costs or generate income.

Product 3.1.5: Unified Comms

This product will create a business case and if agreed deliver a Unified Comms solution across the Council. Unified Comms will be used to integrate communication channels and calendars. It will be used to provide video conferencing facilities (reducing mileage to attend meetings) and replace the Council's current phone system - providing savings and supporting remote working by delivering calls through the IT network.

4. Roles and Responsibilities
Corporate Management Team Lead: Richard Quayle, Director (Support Services)
Senior User: Service Leads
Senior Suppliers: Mark Chadwick, Principal ICT Officer
Project Manager**: Liz Knox, Environmental Health Officer**

5. Budget
Budget requirements will be identified and agreed within each product approach / plans.

6. Key Project dates
- October 2015 – Roll out WiFi across The Grange and Oliver Cromwell's House   **March 2016** – Pilot use of Member tablets and develop business case for agreement   **May 2016** – Roll out tablets to Members   - March 2016 - Develop business case and delivery plan for Unified Comms   - May 2016 – Identify officer PC / tablet requirements and review desk space   - May 2016 – Develop recommendations to automate paper and manual systems (Product 3.1.3)

7. Significant Risks and Equality Impact Assessment key messages
Risks will be defined within the product approaches / plans.
N.B Projects are dependent on the completion of the IT Infrastructure review before they can commence further.

Project 3.2: Collaborative Intranet

1. Project Description
The current intranet is time consuming to enhance and has out of date content. This product will deliver an interactive and collaborative Intranet that supports online forms, automation and online collaborative working.

2. Key Deliverables and Measures
• A new fit for purpose Intranet

3. Roles and Responsibilities
Corporate Management Team Lead: Richard Quayle, Director (Support Services)
Senior User: Service Leads
Senior Suppliers: Annette Wade, Customer Services Manager
Project Manager: **Hetty Thornton, Programme Manager and Performance Management Officer**

4. Budget
Budget requirements will be identified and agreed within business case and delivery plan.

5. Key Project dates
• July 2016 – Develop business case and delivery plan for agreement

6. Significant Risks and Equality Impact Assessment key messages
Risks will be defined within the plans.

Project 3.3: IT Infrastructure Review

1. Project Description
Carry out a review of the ICT infrastructure and make recommendations to deliver a secure, forward looking and resilient infrastructure that meets the current and future needs of the Council.

2. Key Deliverables and Measures
• Secure, forward looking and resilient IT infrastructure that meets the current and future needs of the Council

3. Roles and Responsibilities
Corporate Management Team Lead: Richard Quayle, Director (Support Services) Senior User: Service Leads Senior Suppliers: Mark Chadwick, Principal ICT Officer Project Manager: **Richard Quayle, Director (Support Services)**

4. Budget
Budget requirements will be identified and agreed within business case and delivery plan.

5. Key Project dates
• **December 2015** – Develop IT infrastructure proposals along with a business case and delivery plan for agreement

6. Significant Risks and Equality Impact Assessment key messages
Risks will be defined within the proposals.

Project 3.4: Workforce Strategy

1. Project Description
Develop and implement a workforce strategy that delivers the culture, skills and training to deliver the ambitions of the Council.

2. Key Deliverables and Measures
• An agreed workforce strategy meeting the needs of the Council

3. Roles and Responsibilities
Corporate Management Team Lead: Richard Quayle, Director (Support Services)
Senior User: Management Team
Senior Suppliers: Nicole Pema, HR Manager
Project Manager: **Nicole Pema, HR Manager**

4. Budget
Budget requirements will be identified and agreed with the Workforce Strategy.

5. Key Project dates
• **February 2016** – Develop Workforce Strategy and delivery plan

6. Significant Risks and Equality Impact Assessment key messages
Risks and equality assessments will be reported alongside the Workforce Strategy.

Project 3.5: Streamlined Policy Review

1. Project Description
Review and streamline Council Policies to ensure they are fit for purpose, concise, easy to understand and without unnecessary bureaucratic processes.

2. Key Deliverables and Measures
• Amended streamlined policies that support the Council deliver its ambitions

3. Roles and Responsibilities
Corporate Management Team Lead: Richard Quayle, Director (Support Services)   Senior User: Service Leads   Senior Suppliers: Various   Project Manager: Trevor Bowd- Internal Audit

4. Budget
Not applicable.

5. Key Project dates
• January 2016 – Develop timeline for policy review

6. Significant Risks and Equality Impact Assessment key messages
Any risks and or impact on equality will be reported alongside the policies being reviewed.