

Organisational Recovery Report - Project Index

Generated on: 14 October 2020



1. Adapting Our Services

Status	Project Code	Project Title	Due Date	Managed By	Progress
	OR 01	Assess Impacts on Service Delivery / Joe Mildred	31-Mar-2021	Business Support Division - Joe Mildred	<div style="width: 33%;"><div style="width: 33%;"></div></div> 33%
	OR 02	Green Travel Plan / Joe Mildred	30-Sep-2021	Business Support Division - Joe Mildred	<div style="width: 40%;"><div style="width: 40%;"></div></div> 40%
	OR 03	Business Case for Centralised Admin Service / Joe Mildred	31-Mar-2021	Business Support Division - Joe Mildred	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%

2. Managing Staff

Status	Project Code	Project Title	Due Date	Managed By	Progress
	OR 04	Staffing Resources / Joe Mildred	31-Mar-2021	Business Support Division - Joe Mildred	<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%
	OR 05	Support Staff Wellbeing / Joe Mildred	31-Mar-2021	Business Support Division - Joe Mildred	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%

3. Working from Home and ICT Support

Status	Project Code	Project Title	Due Date	Managed By	Progress
	OR 06	Enabling Staff to Work Effectively from Home / Joe Mildred	31-Mar-2021	Business Support Division - Joe Mildred	<div style="width: 83%;"><div style="width: 83%;"></div></div> 83%

4. Use of East Pallant House


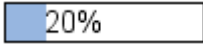
Status	Project Code	Project Title	Due Date	Managed By	Progress
	OR 07	Office Accommodation Appraisal / Joe Mildred & Vicki McKay	31-Mar-2021	Business Support Division - Joe Mildred	<div style="width: 28%;"><div style="width: 28%;"></div></div> 28%

5. Channel Shift


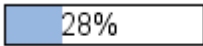


Status	Project Code	Project Title	Due Date	Managed By	Progress
	OR 08	Electronic Service Delivery / Laurence Foord	30-Nov-2020	Communications, Licensing and Events Division - Laurence Foord	<div style="width: 30%;"><div style="width: 30%;"></div></div> 30%
	OR 09	Website Enhancements / Laurence Foord	30-Jun-2021	Communications, Licensing and Events	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%

Status	Project Code	Project Title	Due Date	Managed By	Progress
				Division - Laurence Foord	

6. Procurement

Status	Project Code	Project Title	Due Date	Managed By	Progress
	OR 10	Supporting Local Businesses Through Procurement / Nick Bennett	30-Nov-2020	Democratic Services Division - Nicholas Bennett	 20%


7. Finance


Status	Project Code	Project Title	Due Date	Managed By	Progress
	OR 11	Medium Term Savings Opportunities / Helen Belenger & Andy Buckley	31-Jan-2021	Business Support Division - Joe Mildred	 28%
	OR 12	Implementation of Future Services Framework / Joe Mildred & Andy Buckley	31-Dec-2021	Business Support Division - Joe Mildred	 7%

Organisational Recovery Report - Project Detail


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1. Adapting Our Services

	OR 01 Assess Impacts on Service Delivery / Joe Mildred			
Description	Description: Assess impacts of C19 on service delivery Lead Officer: Joe Mildred supported by all DMs Timescale: Medium Term (3-6 months) Member Engagement: Cabinet Member Community/Partnership Engagement: N/A Financial Implications: TBC	Overall Due Date	31-Mar-2021	
Milestones		Due Date	Completed	Completed Date
Survey of all Services to understand impacts		31-Aug-2020	Yes	19-Aug-2020
Assess changes in demand, changes in delivery and any limiting factors		30-Nov-2020	No	
Plans for recovery drawn up including identification of changes in service delivery that should be adopted as preferable		31-Dec-2020	No	
Latest Update	19-Aug-2020 Each service completed a detailed service update exercise over the summer that looked at the impact of lockdown on existing demand and delivery of services, use of resources and initiated the planning for short, medium and longer term changes to services.			


	OR 02 Green Travel Plan / Joe Mildred			
Description	Description: Review existing travel policies and practices & develop a new Green Travel Plan. Lead Officer: Joe Mildred Timescale: Medium Term (3-6 months) Member Engagement: Cabinet Member, JECF Community/Partnership Engagement: Unison. May need to engage with some service	Overall Due Date	30-Sep-2021	


	users Financial Implications: TBC		
	Milestones	Due Date	Completed
	Review of existing policies and explore potential changes	31-Aug-2020	Yes
	Adopt where possible remote meetings and electronic submission and review of documents in place of physical site visits & meetings	30-Sep-2020	Yes
	Report to JECF	31-Jan-2021	No
	Recommendations to Environment Panel	28-Feb-2021	No
	Implementation - dependent on proposals		No
Latest Update	09-Oct-2020 Initial review of existing practices complete and discussed at SLT. Next step is to develop a road map of potential with their benefits analysed. This will go to JECF and Environment Panel early in new year, however implementation will require some consultation and in some cases significant lead in time. .		

	OR 03 Business Case for Centralised Admin Service / Joe Mildred		
Description	Description: Develop a business case for a centralised Admin service. Lead Officer: Joe Mildred with support from Tony Whitty Timescale: Medium Term (3-6 months) Member Engagement: Cabinet Member, plus JECF, Cabinet, Council depending on costs Community/Partnership Engagement: Service departments affected and Staff Reps Financial Implications: Savings to be implemented for 2021 budget. Some capital costs may be needed for any implementation costs.	Overall Due Date	31-Mar-2021
	Milestones	Due Date	Completed
	Review and assess benefits and dis-benefits of centralising admin functions into a single team	31-Mar-2021	No
	Scope services to be included, quantify resources needed & process mapping programme established	31-Mar-2021	No
	Undertake review and make recommendations	31-Mar-2021	No
	Report to Cabinet and Council if required - date(s) TBC		No


Report to JECF if required - date(s) TBC		No	
Staff consultation & implementation - due date TBC		No	
Latest Update	23-Sep-2020 This review should be put on hold until the efficiency saving programme has been agreed as administrative processes may well be affected by this exercise. In the short term the centralisation of post and scanning is likely to need to be re-established as we move back to mostly working from home for the winter period. Milestones to be shifted accordingly.		

2. Managing Staff

	OR 04 Staffing Resources / Joe Mildred			
Description	Description: Ensure sufficient staffing resources are available to critical services Lead Officer: Joe Mildred Timescale: Ongoing from March 2020 Member Engagement: Cabinet, Council Community/Partnership Engagement: Financial Implications:	Overall Due Date	31-Mar-2021	
	Milestones	Due Date	Completed	Completed Date
	Continually review capacity in Services and identify critical pinch points - ongoing from March 2020	31-Mar-2021	No	
	Furlough staff unable to work where possible to minimise cost - ongoing	31-Mar-2021	Yes	19-Aug-2020
	Redeploy staff where possible - ongoing	31-Mar-2021	No	
	Report to Cabinet as required - date(s) TBC		No	
	Report to Council as required - date(s) TBC		No	
Latest Update	09-Oct-2020 A major re-deployment exercise was undertaken early in the the lockdown period and around 50 staff were re-deployed to priority services to meet spikes in demand, new services and to fill gaps in staffing. This process has been regularly reviewed and while most staff are back in their original roles, a few staff remain providing full or part time support to others services. Several staff were furloughed, these were either staff who were shielded and unable to undertake their role remotely or some of the staff from the Novium. Some of these staff have now been unfuloughed as they are able to return to work and the furlough scheme finishes at the end of October.			


	OR 05 Support Staff Wellbeing / Joe Mildred			
Description	Description: Support staff wellbeing Lead Officer: Joe Mildred & Wellbeing Team Timescale: Ongoing from June 2020 Member Engagement: Cabinet Member and JECF Community/Partnership Engagement: Financial Implications:	Overall Due Date	31-Mar-2021	
Milestones		Due Date	Completed	Completed Date
Follow up staff survey		28-Feb-2021	No	
Ensure support mechanisms are in place and staff signposted appropriately - ongoing		31-Mar-2021	No	
Report to JECF as required - date(s) TBC			No	
Latest Update	09-Oct-2020 Further work currently being undertaken on home working DSE assessments, supporting staff who are working remotely and sign posting to support mechanisms to help staff wellbeing. Follow up staff survey to be undertaken in the new year.			

3. Working from Home and ICT Support

	OR 06 Enabling Staff to Work Effectively from Home / Joe Mildred			
Description	Description: Ensure staff have the tools necessary for them to work effectively from home. Lead Officer: Joe Mildred & Andy Forward Timescale: Immediate (0-3 months) Member Engagement: Community/Partnership Engagement: Financial Implications: Some capital costs might be required for VPN development.	Overall Due Date	31-Mar-2021	
Milestones		Due Date	Completed	Completed Date
Complete staff survey of ICT / equipment needs, and supply reasonable requests, repurposing equipment where possible		30-Jun-2020	Yes	19-Aug-2020
Further develop remote meeting systems for both formal and informal meetings		31-Jul-2020	Yes	19-Aug-2020


Complete the DR solution at the depot as soon as contractors available	31-Aug-2020	Yes	19-Aug-2020
Review and identify improvements to the VPN to increase performance & reliability	30-Sep-2020	Yes	09-Oct-2020
Ensure systems are secure - ongoing	31-Mar-2021	No	
Support & training for Managers in managing remote teams - ongoing	31-Mar-2021	Yes	19-Aug-2020
Latest Update	<p>09-Oct-2020 All staff completed an exercise that looked at their requirements for ICT and office equipment as well as any additional support. These requests were considered and most requests were met ensuring that we continued to meet our duty of care as an employer.</p> <p>We have continued to use Teams, Workplace and Zoom for meetings as appropriate, we have purchased several additional Zoom licenses to ensure that we are meeting our security requirements on this platform.</p> <p>The DR solution as the depot is now working and live with offsite backups now operational. An extensive programme of testing will be undertaken of the coming months and the switch to the new Gigabit line being installed by WSCC imminently will enable improved speeds in connecting the two sites.</p> <p>The connection to the VPN has improved since some remodeling of where the network traffic was accessing the system. We are in the process of increasing the capacity of the VPN line.</p> <p>An enhanced focus on ensuring our cyber security measures remain strong enough continues, this is vital as the amount of both sophisticated and opportunistic cyber crime has increased dramatically during the lockdown period.</p> <p>We have provided training to managers on managing remotely with guides produced as well as regular ICT tips and training shared with all staff.</p>		

4. Use of East Pallant House


	OR 07 Office Accommodation Appraisal / Joe Mildred & Vicki McKay		
Description	<p>Description: Assess the requirements for office accommodation in the future Lead Officer: Joe Mildred, Vicki McKay and Andy Buckley Timescale: Long Term (6-12 months) Member Engagement: Cabinet Member, OSC, Cabinet, Council Community/Partnership Engagement: Depending on preferred option some community</p>	Overall Due Date	31-Mar-2021

	engagement might be required, but should be minimal if little / no impact on service delivery Financial Implications: Depending on final option chosen there may be a capital sum required, at least to bridge a potential gap between moving and realising a capital receipt. Revenue savings should be realised.		
Milestones		Due Date	Completed
Assess the ongoing need for office accommodation		31-Aug-2020	Yes
Identify possible solutions including shared accommodation, new development, pre-let in SG		31-Aug-2020	Yes
High level options to be considered by Members		30-Sep-2020	No
Business case to be developed incorporating capital spend, capital receipt, operating savings, impact on services & customers		31-Mar-2021	No
Report to Cabinet - date(s) TBC			No
Report to Council - date(s) TBC			No
Report to OSC - date(s) TBC			No
Latest Update	24-Sep-2020 Initial options paper considered by SLT and the first meeting of the Organisational Recovery Group. Outline scope to go to OSC in October, then on to Cabinet. Longer term accommodation requirements to be considered during working adjustments required by response to Covid.		

5. Channel Shift


	OR 08 Electronic Service Delivery / Laurence Foord		
Description	Description: Develop an improvement programme to ensure services are delivered electronically rather than face to face. Lead Officer: Laurence Foord Timescale: Immediate (0-3 months) Member Engagement: Cabinet Member Community/Partnership Engagement: Financial Implications:	Overall Due Date	30-Nov-2020

Milestones		Due Date	Completed	Completed Date
Update report to SLT		26-Aug-2020	Yes	26-Aug-2020
Baseline data on service delivery collected		31-Aug-2020	Yes	26-Aug-2020
Review e-form transactions, web visits and phone calls etc. to identify 'quick wins'		31-Aug-2020	Yes	26-Aug-2020
Create section on the Intranet to promote channel shift		30-Sep-2020	No	
Report to SLT to identify priorities for channel shift		05-Oct-2020	No	
Internal campaign to promote channel shift		31-Oct-2020	No	
Investigate opportunities to reduce the high number of interactions (phone and face-to-face) ref. Taxi Licensing		31-Oct-2020	No	
Clear and measurable set of channel shift targets (with focus on areas of greatest impact) in place		30-Nov-2020	No	
Further report to SLT - work plans for channel shift in Parking Services, CCS and Customer Services		30-Nov-2020	No	
Report on print/postage costs with a view to reduce cost and environmental impact		30-Nov-2020	No	
Latest Update	24-Sep-2020 Collated baseline data. Presentation/Campaign development with CMT date to be confirmed. Developed Channel Shift Action Plan in conjunction with members of the council's Digital working Group - a live document focussed on short-term, medium and long-term projects. Update report presented to SLT on 26th August 2020 in terms of further developing/narrowing targets for channel shift and understanding of priorities to increase self-service and maintain momentum experienced during the on-going pandemic. Measurable targets will be developed in conjunction with Divisional Managers/service area managers to identify and prioritize most significant impact services in line with the council's organisational recovery plans.			

 OR 09 Website Enhancements / Laurence Foord			
Description	Description: Develop and deliver a programme of Website Enhancements Lead Officer: Laurence Foord Timescale: Long Term (6-12 months) Member Engagement: Cabinet Community/Partnership Engagement: Some user / access groups might need to be engaged Financial Implications: Some capital investment may be required	Overall Due Date	30-Jun-2021


Milestones		Due Date	Completed	Completed Date
Investigate an online booking system to 'push' more services online e.g. MOT, sports facilities and H&S Training Courses		30-Nov-2020	No	
Push customers via eforms rather than generic email, focusing on high-volume areas		31-Dec-2020	No	
Scoping exercise to define requirements for a wizard-based 'Contact Us' form		29-Jan-2021	No	
Upgrade website to enable more mobile friendly version of eforms		26-Feb-2021	No	
Investigate and pilot use of chat bots		30-Jun-2021	No	
Further service-specific targets and milestones TBD			No	
Report to Cabinet - date(s) TBC			No	
Latest Update	24-Sep-2020 Currently awaiting a quote from our existing eforms supplier ref mobile-friendly versions. Delivery date will be dependent on supplier lead time. Update to be provided in due course. A scoping exercise to define requirements for a 'Contact Us' form are on-going. Assessment of competitor sites on-going. Priority services for e-forms to be further defined in line with those agreed with CMT/Divisional Managers - this will support the council's wider channel shift/digital transformation agenda. GOSS demo for online bookings was completed on 18th August which followed a comprehensive demo from Virent the council's current CRM (Customer Relationship Management) system provider. Data gathering process underway to support business case for service priority. This functionality is closely aligned with the Council's CRM business case. Demonstration of chat bots organised by Divisional Manager for Revenues, Benefits and Customer Services. Subject to on-going assessment and options with potential alternative providers being considered as part of the wider Customer Services delivery model. Further, service-specific targets and milestones to be determined as per CMT/DM consideration in due course.			

6. Procurement


 OR 10 Supporting Local Businesses Through Procurement / Nick Bennett			
Description	<p>Description: To ensure as far as we legally can, we support local businesses through our purchasing arrangements.</p> <p>Lead Officer: Nick Bennett</p> <p>Timescale: Medium Term (3-6 months)</p> <p>Member Engagement: Cabinet Member, Cabinet, Council</p> <p>Community/Partnership Engagement:</p> <p>Financial Implications: None</p>	Overall Due Date	30-Nov-2020

Milestones		Due Date	Completed	Completed Date
Consider potential for amendments to contract procedure rules and advice to Officers		30-Sep-2020	Yes	10-Sep-2020
Report to Corporate Governance and Audit Committee		22-Oct-2020	No	
Report to Council		24-Nov-2020	No	
Review and amend contract standing orders to enable local purchasing to be considered when procuring goods and services, as far as reasonably practicable		30-Nov-2020	No	
Train budget holders		30-Nov-2020	No	
Latest Update	24-Sep-2020 At the moment we are finalising the new contract procedure rules and also drafting advice to officers on contracts, alongside work on greener contracts and carbon neutrality. A paper will be presented to January Corporate governance and then to full council which will include this work on localism. Milestone to be amended to reflect this.			

7. Finance

 OR 11 Medium Term Savings Opportunities / Helen Belenger & Andy Buckley				
Description	Description: Identify savings opportunities in the short to medium term through Efficiency Savings & Policy Options. Lead Officer: SLT and DMs co-ordinated by Helen Belenger & Andy Buckley Timescale: Medium Term (3-6 months) Member Engagement: Cabinet Members for efficiency savings. Cabinet and Council for Policy Options, may need OSC involvement. Community/Partnership Engagement: Unlikely unless significant policy changes proposed. Staff reps. Financial Implications: Savings		Overall Due Date	31-Jan-2021
Milestones		Due Date	Completed	Completed Date
Divisional Managers develop savings and provide initial list of quantified savings ideas for consideration		31-Aug-2020	Yes	23-Sep-2020
Coordinate DM submissions broken down between “efficiency savings” and “policy options” for review at SLT Strategy Day		30-Sep-2020	Yes	08-Oct-2020
Present efficiency savings and policy options to Cabinet / SLT strategy day and		31-Oct-2020	No	

determine those to take forward			
Report to OSC (if required for Policy Options)	17-Nov-2020	No	
Cabinet to consider policy options and recommend options to Council (worth noting that some options may take longer to finalise e.g. EPH)	05-Jan-2021	No	
Council to consider policy options and determine which to adopt	12-Jan-2021	No	
Work with finance / DMs to feed efficiency savings into 2020-21 budget	31-Jan-2021	No	
Latest Update	08-Oct-2020 Divisional Managers submitted their ideas for cost savings and/or revenue generation that have subsequently been reviewed by SLT. A summary of the proposals is being considered by the Cabinet strategy day in October prior to being brought to O&SC (if required for Policy Options), Cabinet and Council.		

	OR 12 Implementation of Future Services Framework / Joe Mildred & Andy Buckley			
Description	<p>Description: Implement the Future Services Framework Lead Officer: SLT co-ordinated by Joe Mildred & Andy Buckley Timescale: Long Term (12 Months +) Member Engagement: Panel of senior members plus CEO, O&S, Cabinet, Council Community/Partnership Engagement: Staff reps Public consultation on options for implementation Financial Implications: Revenue savings. Some use of reserves might be necessary for restructuring.</p>	Overall Due Date	31-Dec-2021	
Milestones		Due Date	Completed	Completed Date
Initiate development of framework through one to one meetings with each Divisional Manager		31-Aug-2020	Yes	21-Aug-2020
Complete work on the allocation of costs across all services identified in the framework		30-Nov-2020	No	
Draft future services framework provided to SLT, including categorisation, impact analysis and cost to benefit ratios for all services		31-Dec-2020	No	
Gather metrics to draft the impact analysis and cost to benefit ratios for each service		31-Dec-2020	No	
SLT Workshop to challenge assumptions and reprioritise services and rescore impact analysis		31-Jan-2021	No	
Outcomes of SLT session compiled and draft Future Services Framework completed		28-Feb-2021	No	

Member engagement prior to community consultation	31-Mar-2021	No	
Community consultation to gauge priorities for residents and businesses and help inform members in their priority setting exercise	31-May-2021	No	
Outcomes of member sessions coordinated and final FSF prepared	30-Sep-2021	No	
Finance availability compared to FSF and service provision adjusted according to funding (to be considered at Strategy Days)	31-Oct-2021	No	
Service changes fed into budget process 2022-23	31-Dec-2021	No	
Report to Cabinet - Repeat process completed by SLT to challenge Service categorisation and impact analysis scoring - Meeting date TBC (Summer 2021)		No	
Report to Council - Repeat process completed by SLT to challenge Service categorisation and impact analysis scoring - Meeting date TBC (Summer 2021)		No	
Report to OSC - Repeat process completed by SLT to challenge Service categorisation and impact analysis scoring - Meeting date TBC (Summer 2021)		No	
Latest Update	08-Oct-2020 All Council services have initially been analysed between statutory and non-statutory (optional) services. The next phase will involve allocating costs to each of those functions in preparation for the prioritisation exercise scheduled to take place during 2021.		