# CCO OVERVIEW – 2015 / 2016
## Co-operative Centre of Operations Programme

The Cooperative Centre of Operations (CCO) Programme is managing projects in 3 areas:

1. To realise real cost savings and create opportunities for income generation we are undertaking the '**Transformation of Corporate & Support Services**' – including HR, Finance, Legal, ICT, Business Support, Executive Support, Democratic Support and Facilities Management.

2. To enable our managers to be more consistently effective across the whole organisation, we are improving our '**Service Integration and Management**' capability – including how we commission & procure, manage contracts & categories, and get the most from relationships with our delivery partners.

3. To respond to change, taking action based on consistent, high-quality information, we are improving the capabilities within our '**Strategic Centre**' – a collective term for all our key decision makers in the services, corporate centre and executive office. This will include improving how we 'Advise & Enable' decisions with intelligence, management information and appropriate expertise, 'Evolve' as an organisation in a structured and progressive way, and 'Assure' we meet our statutory and democratic imperatives, and continuously improve.

To deliver the above outcomes we have structured a programme plan comprising 10 core projects and 4 mini-projects, as seen below. All are presented in more detail on the following pages.



Co-operative Centre of Operations Programme – Project Areas
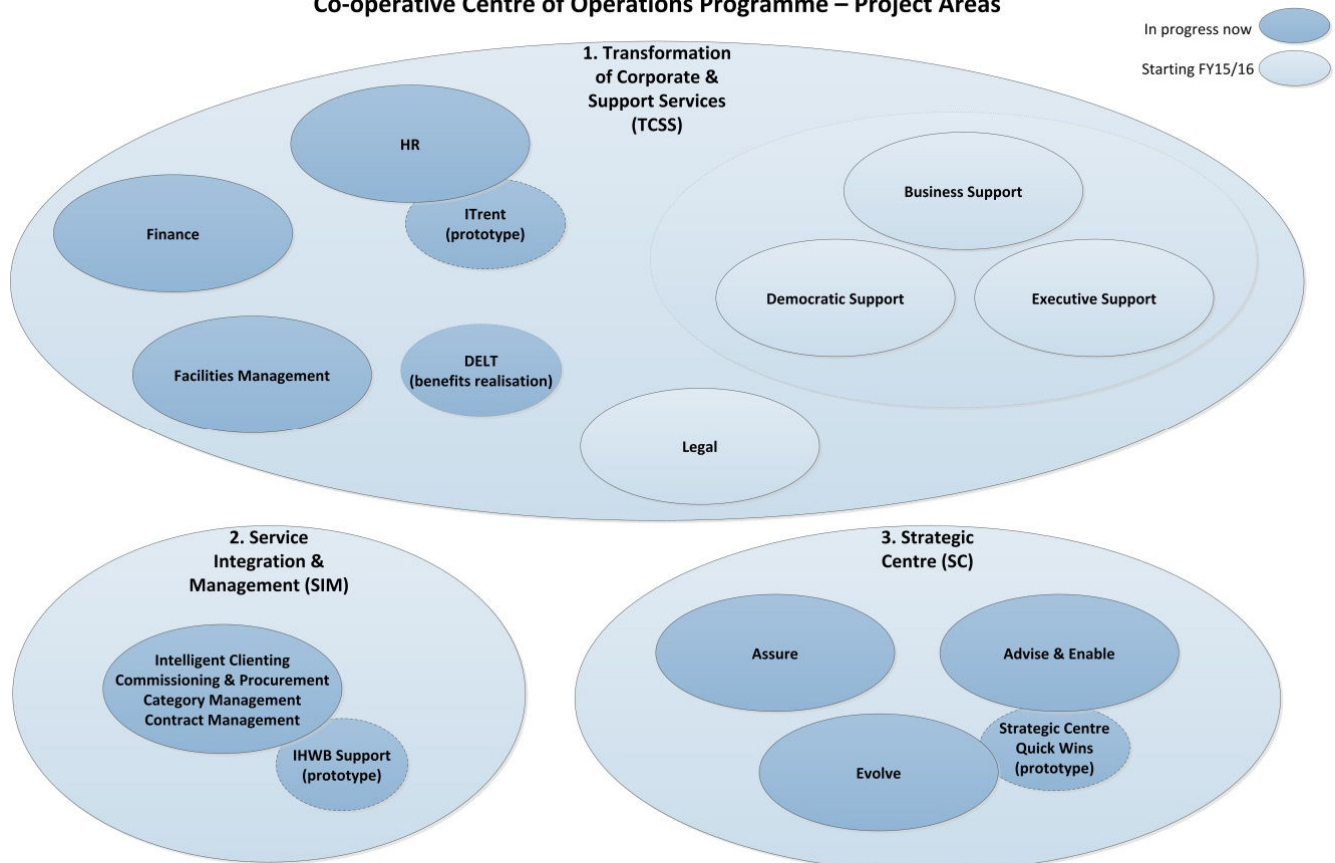
# 1. TRANSFORMATION OF CORPORATE & SUPPORT SERVICES

## HR Project

This project will transform our HR function over the next 12 months from its current state to a leaner, more effective function, befitting a cooperative council. We will validate the data we have collected, examine options for alternative service delivery vehicles and recommend a suitable target operating model (by Mar '15), design the 'to-be' function in detail (by May '15), prepare a full plan for a transition to a new state (by Sep '15), and then execute this transition (by Dec '15).

## iTrent Mini-Project

We are taking the opportunity to modernise our existing HR function, improving service efficiency in advance of the full transition described above. This will involve the rollout of the Employees and Managers 'Self Service' components of our iTrent system to Corporate PCC employees (by Mar '15). This will dovetail with the planned decommissioning of our SAP system and ensure we retain the data it contains. Finally, we will also assess (by Mar '15) whether these tools could be rolled out more widely (e.g. to schools) later in the year – a complex option but with strong potential for cost savings.

## Finance Project

This project will transform our Finance function during 2015, making it more effective, commercially disciplined, and better aligned to the cooperative environment that we will be working within. We will examine the options for alternative service delivery vehicles and recommend a suitable target operating model (by Mar '15), design the 'to-be' function in detail (by May '15), prepare a full plan for a transition to a new state (by Sep '15), and then execute this transition (by Dec '15). The Finance team are also considering opportunities for immediate term cost savings, with better use of their Civica system. We will support the assessment exercise and consider forming a mini-project if there is a clear benefits case & resources are available.

## Facilities Management (FM) Project

Building on the successful rollout of the Concierge service in Ballard House, this project will partner with the Business As Usual (BAU) FM team rolling out Concierge to our other main council buildings (by Apr '15). There are a number of efficiency initiatives being assessed – including room booking systems, centralising stationery and a Concierge website – which will be delivered when suitable resources are available. Later in the year the project will be reactivated and a full service review of FM undertaken (starting Oct '15). This will involve creating a Target Operating Model, Service design and Transition plan, and will help us ensure we use and manage our facilities in the most efficient and commercially minded way.

## DELT (benefits realisation) Mini-Project

A £605k annual saving was realised in 2014 by moving ICT into a Local Authority Trading Company (LATC) known as DELT. CCO's budget for FY15/16 and FY16/17 reflects an income through DELT of £300k & £400k. Alongside the creation of an Intelligent Client function for DELT (described in the Service Integration & Management section below) we will help our new partner analyse and resolve the 'teething-troubles' they have experienced in early operation, and seek to ensure they are able to attract customers and function efficiently in the future – and deliver the income PCC expect.

**Legal Project – yet to start**

We will be conducting a full service review of our Legal function later in the year, including, creating a Target Operating Model, Service design and Transition plan (from Oct '15).

**Business Support, Democratic Support & Executive Support Project(s) – yet to start**

We will be conducting a full service review of our Support functions later in the year, including, creating a Target Operating Model, Service design and Transition plan (with the process starting in May '15). An initial scoping exercise (in Feb/Mar '15) will determine the scope, principles, approach and whether these reviews are delivered under one project or multiple projects

## 2. SERVICE INTEGRATION & MANAGEMENT (SIM)

### Intelligent Clienting, Commissioning & Procurement, Category Management & Contract Management Project (a.k.a. SIM Project)

This project will develop the capabilities of our managers across the organisation, by providing them with the relevant tools and access to subject matter expertise, in the areas of Intelligent Clienting, Commissioning & Procurement, Category Management, and Contract Management. Draft versions of these tools and processes will be developed (by Mar '15) to support IHWB and DELT and we will encourage your feedback on those. Analysis of further requirements for these tools will take place (from Apr '15) as resource becomes available, shaping a process for continuously improving our capabilities in this area (by Sep '15).

### Integrated Health & Wellbeing (IHWB) Support Mini-Project

The IHWB Support mini-project has two main functions: the first is providing an accelerated subset of the tools, process flows and checklists being created in the SIM Project where they are relevant to IHWB (and the projects they are delivering to allow Integrated Commissioning, etc.), the second is to give them a rapid access conduit to subject matter expertise in areas of the business being transformed by CCO (e.g. HR, Payroll, Procurement, etc.). It is anticipated that IHWB will use these existing services with 'minor tweaks' during FY15/16 and that the designs we put in place for FY16/17 will deliver both on the needs of PCC and its partners (like IHWB and DELT).

## 3. STRATEGIC CENTRE (SC)

### Assure Project

This project will improve the integration of our assurance functions, improving efficiency and effectiveness by establishing information flows between the functions and a combined governance framework across the top. In the initial phase we will analyse the opportunities for quick wins that can help establish an early integrated assurance function, comprising Compliance, Fraud, Risk & Insurance, Health & Safety, Audit, Continuity, Customer Relations & Information Governance. As part of this, requirements will be gathered and Target Operating Model options defined (by Mar '15). In the second phase, a detail design for the initial scope will be produced (by Jun '15) and the scope expanded to include Performance Management & Service Improvement, Legal Compliance, Section 151, Monitoring, Quality Assurance, Democracy and Governance – with requirements and detail designs being captured by the end of summer (Sep '15). Subject to signoff of the business case, the transition plans will be created in late 2015, with transformation taking place in early 2016. Opportunities to generate income, e.g. by selling Assurance Services to peninsula partners, will be reviewed.

**Advise & Enable Project**

This project will define how we support coherent decision making across both the council and city, with business intelligence, management information, modelling and subject matter expertise. In its initial phase we will develop a prototype decision making network (comprised of our existing experts from across the council, but supported by some tools and resources to facilitate decision making), and capture our requirements for Management Information (MI) and Business Intelligence (BI) (by Mar '15). We will seek also to identify opportunities to better share existing MI/BI tools / data. The second phase will create a detailed business design for this 'Advise & Enable' function (by Sep '15) and a transition plan will be created and executed in the third phase (by Mar '16).

**Strategy Centre Quick Wins Mini-Project**

There are 3 initiatives, relevant to CCO's wider objectives, which we will partner deliver with colleagues in Corporate Services, Executive Services and the People & Place Directorates. We will provide support with Project Management (PM), Business Analysis (BA) and Business / Solution Architecture, to test the feasibility of certain models of co-delivery being considered for our 'Evolve' function (defined below). These initiatives will include support to the 2015 Election Process, support with the implementation of ModGov (which will help schedule and structure our decision making) and support realising the Community / Citizens Engagement Framework (which will help put their voice at the heart of our decision making).

**Evolve Project**

Evolve will focus on changing our organisation and developing the process, structure and resources needed to define, design, plan and execute this change. To transform the Council we will need the entire organisation fully engaged in the change process. We will need the right skills and capabilities in a smaller, more dynamic function to lead change for the organisation. That function will be our 'Evolve' function. The initial phase of this project will seek out quick opportunities to improve the way we go about gathering requirements, assessing options, etc., within Transformation, and put in place clearer processes for delivering organisational change (by Mar '15). Subsequent phases will fully review how we manage Dependencies, Project Benefits, Resources, Risks, Issues, etc. (by Sep '15) and put systems in place to improve our Portfolio, Programme & Project Management Maturity Model (P3M3) maturity level to level 3 (by Mar '16) – when we will be able to manage change to a consistent high standard with all our resources knowing their functions, roles & processes well.

## BENEFITS SUMMARY

In 2014 the CCO Programme has delivered: year on year savings of £605k through the establishment of DELT as a Local Authority Trading Company; opened the Ballard House Concierge Service; and, completed in depth analysis that has identified over 1500 manual processes within Corporate Services that can be improved and automated.

In the coming year we are in a position to: take on new, income generating contracts – including, most significantly, with PCH; improve our strategic decision making and service management capabilities; and, transform our corporate services, delivering the following financial benefits…

| PROJECT | FY15/16 | FY16/17 |
|---|---|---|
| | | |
| DELT (INCOME) | £0.3M | £0.4M |
| HR / FIN & CORP. SERVICES | £0.8M | £0.6M |
| COMMISSIONING & PROCUREMENT | £0.2M | £0.4M |
| BUSINESS SUPPORT | £0.2M | £0.2M |
| TOTAL | £1.5M | £1.6M |