
Strategic Transformation and Performance

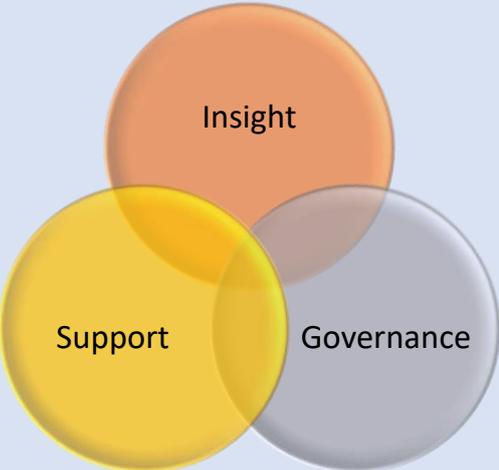
1 April 2021 – 31 March 2022

Head of Service signature	For Audit purposes please ensure this is signed.
Date	19/04/2021
Peer Review signature	Patricia Mackey 
Date	19/04/2021
Director signature	
Date	19/04/2021

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1. Introduction

Name of Service	Strategic Transformation and Performance
Included Service Units	Business Technology Performance Improvement Procurement
Directorate	Finance and Performance
Purpose of Service	<p>Support Council services on the above functions and add value to Services to achieve more efficient and effective performance and be a high performing organisation.</p> <p>We do this by providing support and insight to our clients and by having effective governance arrangements in place to aid compliance and enable and support continuous performance improvement of the Council.</p> 
Key customers/ stakeholders and their needs	Our key customers are other Council Services, who are effectively our Clients. Other key stakeholders include Elected Members, Northern Ireland Audit Office, suppliers and our residents.
Context, challenges & key assumptions	<p>Key challenges affecting the Service include regulatory changes arising from Brexit, increasing cyber threats, the growing dependence on and opportunities presented by technology, and a public, political, and corporate desire for transformation and efficiency. The Service will need to continually evolve to help the Council adapt to these and grasp opportunities presented. This may require resources to be reviewed in line with strategic commitments.</p> <p>Challenges include legislative compliance in a changing environment, responding to technological threats, opportunities presented by cloud-based computing and mobile working, and supporting the Council to deliver performance improvement projects in the context of finite financial resources.</p>

Reflection on previous performance – successes and lessons learned

The service has performed well in what has been a very challenging year and has seen each of the service units diversify into other work areas in response to the Covid-19 global pandemic.

As a result of the global pandemic, focus on the Council's Transformation Programme was transferred to the provision of management information to CLT, HoST and DfC .

The Service provided support to the implementation and set up of the Food Parcel Scheme and co-ordination of the PPE ordering process for officers.

Throughout the last year the service has seen remote working for 320 staff implemented within the first 5 weeks of lockdown - with 250 connections to the council's network established.

2. How does our Service contribute to community planning outcomes and PEOPLE priorities?

The Strategic Transformation and Performance (STaP) service supports other services in the achievement of community plan objectives.

3. Key activities for 2021/2022

SERVICE:	Strategic Transformation and Performance		
Community Plan Outcome:	STaP supports other services in the achievement of community plan objectives		
Corporate Plan PEOPLE priority(ies):	Excellence / Prosperity		
Council KPI(s):	% of transactions made through self-service channels % Resident Satisfaction Investors in People accreditation status No of businesses supported		
Service Objective:	We aim to support the Council to be a high performing organisation through the provision of knowledge, skills, expertise, good practice and resource to all Council services on relevant projects, performance improvement activities, procurement and business technology		
What difference will it make?	Through empowering and developing relevant skills across the Council to enable improvement; providing constructive challenge as a business partner; and through the identification, sharing and adoption of good practice and performance improvement opportunities we strive to improve Council services.		
Underpinning strategies:	Draft Corporate Plan 2020-2024 Digital by Default Transformation Programme		
Business as Usual activities we will deliver in 2021/2022 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
We will support organisational transformation including supporting services to design, develop and evolve delivery of their services	Ongoing	PIM	Heads of Service; SUMs
Further integrate Service Planning with budget setting process and revise approach to aid collective development of plans	September 2021	PIM	Heads of Service

Proactively monitor ICT backend infrastructure and security systems to ensure alignment with National Cyber Security Centre (NCSC), and internal audit guidance	Ongoing	BTM	Third Party consultancy – Leaf, Cyphra
Review the approach for service-related business technology expenditure including centralisation vs decentralisation, visibility /reporting and prioritisation/approvals.	September 2021	BTM	Heads of Service
SME training	Ongoing	PM	Economic Development; Businesses in the borough
Develop and implement policies to comply with recent legislative developments on Modern Slavery in the Supply Chain, Brexit (The Public Procurement (Amendment etc.) (EU Exit), The Trader Support Service, and Social Value in Procurement	Ongoing	PM	
Apply best value practices, establish working groups to implement collaborative corporate tenders, commercialisation, multi council tenders and enhance reporting of efficiencies	Ongoing	PM	Heads of Service
Progress invest to save business case for efficiencies through corporate contracts	Ongoing	PM	Heads of Service
Establish, manage and report on budgets, being conscious of the need to deliver value for money for our ratepayers	Ongoing	Head of Service	SUMs
We will maintain a healthy working environment driven by PERFORM elements including effective planning, engagement and communication, teamworking, celebrating success etc	Ongoing	Head of Service	STaP

Service Objective:

What service development/improvement will we undertake in 2021/2022?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
Review operation of Service Desk to ensure alignment with ITIL v4 best practice guidelines.	<ul style="list-style-type: none"> Strategic effectiveness Service Quality Sustainability Efficiency 	Moving the service desk from logging incidents and requests to providing end-to-end support for the business by engaging with people and understanding the business impact of an incident or request will improve both levels of service and customer satisfaction.	31 March 2022	Business Technology Manager	
Review performance management and continuous improvement framework		Improving the outcomes for the residents of Ards and North Down is uppermost on the Council's agenda. Reviewing the current Performance Management Framework provides	30 September 2022	Performance Improvement Manager	

What service development/improvement will we undertake in 2021/2022?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
		an opportunity to fundamentally rethink our role in light of the range of challenges and opportunities that have been presented through the impacts of the Covid-19 pandemic and the resulting route to recovery.			
Review policies, processes and ways of working and, as a result, update handbooks/guidance Regulations 2019 and review Single Use Plastic ban guidance currently in the procurement handbook and support full implementation of same guidance.		This is an ongoing process and the procurement handbook is updated as regulations change to include the most current policy updates. The Brexit Guidance note has now been included and implemented but will require further modifications as the Trader Support Scheme is rolled out. The Single Use Plastic Ban guidance will be included in a Social Value in Procurement Policy which is currently being drafted.	Ongoing	Procurement Manager	

SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Strategic Effectiveness	<i>is key to linking the community plan, and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's strategic community planning outcomes and objectives should be central to that council's improvement activity and clearly contribute to the strategic effectiveness aspect.</i>
Service Quality	<i>all relate to service provision by aiming to meet the needs of citizens and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually or collectively. Fairness can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information or by addressing inequalities experienced by Section 75 groups.</i>
Service Availability	
Fairness	
Sustainability	<i>When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the sustainability of its area, as required under the Northern Ireland (Miscellaneous Provisions) Act 2006 and the associated Northern Ireland Executive Sustainable Development Strategy. on-going efficiency may also be shown if fewer resources are utilised while maintaining provision of substantially similar or better services. Should a council choose to alter the manner by which a service is provided and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well</i>
Efficiency	

SPECIFIED ASPECTS OF IMPROVEMENT

What will this improve?	Definition
Innovation	<i>any changes to service design and delivery methods that are intended to yield improvement under any other aspect, and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.</i>

Service Objective:

What service / activities will we be stopping / changing in 2021/2022	Reason for stopping / changing activity	Savings	Impact on Performance	Impact on the Public	Impact on staffing
Handover of Core to HR & OD and Finance Services	Implementation of upgraded version of integrated HR, Employee Payments and Time and Attendance solution		Allows PIU staff to focus on Performance role	N/A	80% PIO time released once solution is fully implemented

Performance Measures (should include those for the Business as Usual and Service Improvement actions outlined above and relevant measures from Community, Corporate and Statutory)	Is the measure Statutory, Corporate, Existing or New?	Reporting frequency	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 To date (Dec 2020)	2021/22 Target
% attendance	Existing	Quarterly	93%	95%	98%	99.7%	95%
% time invested in team briefing, training, development and performance conversations	Existing	Quarterly	7%	8%	4.81%	4.26%	5%
Date of implementation of revised annual planning arrangements						Dec 2020	
No. of successful procurement challenges	Existing	Quarterly	0	0	0	0	0
% service calls satisfactorily addressed within timescales	Existing	Quarterly	97%	97%	97%	97%	97%
% systems and network uptime	Existing	Quarterly	99.9%	98%	99.9%	99%	99%
No of live transformation/ efficiency projects supported	Existing	Quarterly	-	-	-	4+	
% Satisfactory Audit Reports	Existing	Quarterly	100%	100%	100%	Not yet available	100%
% spend against budget	Existing	Quarterly	91%	99%	96%	98%	100%
£ procurement savings	Existing	Quarterly	£89k	£212k	£271k	£55k	£250k
% Client Satisfaction	Existing	Quarterly	91%	99%	Not carried out owing to onset of Covid-19	Not yet available	95%
% staff satisfaction	Existing	Quarterly	93%	100%		Not yet available	100%

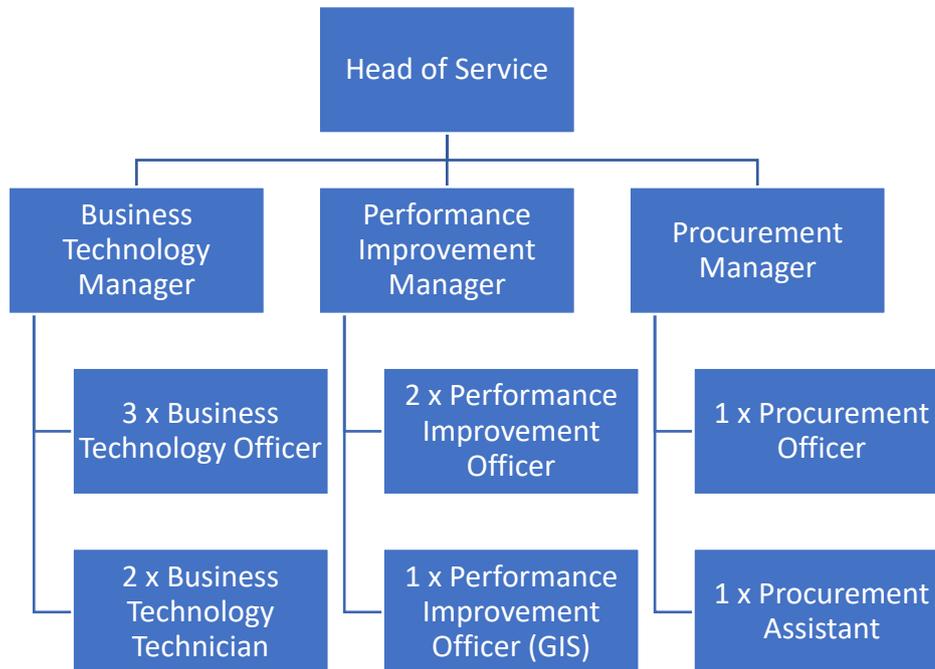
4. Risks

Ref:	Risk Description	Gross Risk			Current controls	Residual Risk			Risk Status	Further Action Required	Action Due by	Risk Owner	Notes to explain rationale for scoring, etc
		I	L	R		I	L	R	Tolerate / Action				
1	Lack of corporate support/resistance to change for performance improvement initiatives and wider performance culture	4	3	12	Use of PIDs, joint teams with user inputs, rollout of PERFORM	4	2	8	Action	Education, communication and building relationships	Ongoing	MMcV	
2	Low staff morale causing poor service performance	3	3	9	Team Briefings, investment in staff development, focus on positive working environment	3	2	6	Action	Maintain focus on communication and engagement	Ongoing	Head of Service	
3	Non-adherence to procurement and governance requirements (including changes due to BREXIT) leading to financial cost, audit and public criticism	4	3	12	Governance arrangements, Audits	4	2	8	Action	Review, embed and communicate governance arrangements	Ongoing	DB	
4	Failure of ICT infrastructure or cyber-attack causing service failure, cost and negative PR.	5	4	20	Client Machines receive monthly security patches. Servers on new AND domain receive monthly security patches. Web/E-Mail filtering and Antivirus on all machines. Periodic Phishing tests and awareness emails sent to all staff	5	3	15	Action	Put program in place to remove remaining old/legacy servers running 2003/2008 and to patch other vulnerable client software eg Office, Adobe. Develop plan to address recommendations in Cyber Security Audit and 3 rd part review	Ongoing	CW	
5	Lack of communication from clients impacting on Service e.g. re new start or leavers	2	4	8	Raise at HOST, email reminders	2	3	6	Action	Build relationships with key clients and improve processes where there are known issues.	Ongoing	CW	

5. Resources

Staffing:

The service is comprised of 14 FTEs. Currently the Head of Service post is vacant. The structure of the service is as follows:



Budget:

The proposed budget for the 2021/22 year is £1.8m

Resourcing remains largely consistent with previous years. Whilst current resourcing will support the delivery of required services, there remains a risk that resourcing levels may inhibit the realisation of Council's aspirations across procurement effectiveness and efficiency, and harnessing technology. It may therefore be necessary to review all existing resources to deliver on the Council's strategic transformation commitments.

Are all actions resourced within the current (2021/22) budget plan? Yes No

Will additional resources be required? Yes No

See narrative above.

(If no please comment in Section A below how the actions will be funded, ie Staff Resources, Equipment, Revenue Budget, Capital Budget.)

(If yes please detail additional resources in Section B below.)

Section A:
Section B:
Staff: <Details of changes to required resources to deliver on objectives>
Financial: <Insert budget required to deliver on objectives>
Other: <Insert details of other resources required to deliver on objectives>
If the required additional resources are NOT available, please state:
What is the likely impact on performance?
What is the likely impact on the public?
What is the likely impact on staffing?

6. Monitoring and Review

In adherence with corporate requirements, including quarterly reporting to Committee. Performance will also be discussed at regular manager meetings and all staff workshops.

7. Conclusions

This plan provides focus for the service for the 2021/22 financial year.

8. Appendices

N/A