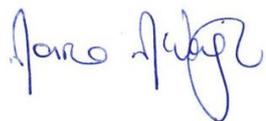


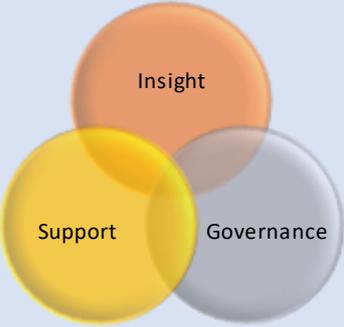
Strategic Transformation and Performance**1 April 2022 – 31 March 2023**

Head of Service signature	
Date:	24/02/2022
Peer Review signature	
Date:	25/2/2022
Director signature	
Date :	25/02/2022

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1. Introduction

Name of Service	Strategic Transformation and Performance
Included Service Units	<ul style="list-style-type: none"> • 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 leading to the Council achieving its aim to 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 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 for Service during the 2022-23 year will continue to 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 easing of Covid restrictions and transition to more formalised hybrid working conditions will challenge the service and organisation to maintain the digital advances that have been made over the past 2 years. 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 embed a culture of continuous improvement and deliver transformation projects in the context of finite financial resources.</p> <p>The labour market has also proved challenging in so far as the Council has been unable to recruit a Head of Strategic Transformation and Performance since the previous incumbent left in July 2020, a second recruitment exercise has been undertaken and it is expected that the post will be filled by Summer 2022. The departure of the Procurement Manager left a further gap in the</p>

	<p>Service although this post has now been successfully recruited and will be filled from April 2022.</p>
<p>Reflection on previous performance – successes and lessons learned</p>	<p>The service has performed well in what has been another challenging year and has seen each of the service units continue to adapt our services as necessary to support Council with its Covid-19 response and recovery.</p> <p>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 however, as the year progressed and the “new normal” was realised, a number of in-service efficiency projects were undertaken by PIU alongside the continued implementation of the Integrated HR, Employee Payments and Workforce Management system. Wave 2 of this project will continue to be a focus of the initial months of the 2022/23 year and thereafter ensuring the maximum efficiencies are realised from the implementation.</p> <p>The Procurement unit continues to support council operationally in fulfilling their requirements for goods and services through good procurement management practices, has continued to manage contracts in extremely challenging circumstances from Covid and Brexit. The unit continues to collaborate with Risk Management and maintains the Council’s PPE/consumable requirements</p> <p>Throughout the last year Business Technology have continued to facilitate remote working for c.320 staff and has implemented the National Cyber Security Centre and Microsoft’s recommended ‘Good’ configuration for the Microsoft 365 environment which, as well as enhancing the Councils security posture has reduced the risk and impact of a successful phishing attempt by more than 97%.</p>

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 the Council's Community Plan objectives.

Community Planning Outcome	PEOPLE priority	Our focus for 2022/2023
All Outcomes	Excellence: We will work to be a high-performing organisation, innovating and partnering to make a sustainable, positive difference for our Borough.	<ul style="list-style-type: none"> • To partner with and support Services with their planning, ensuring alignment to the Corporate Plan • To provide support to services in the delivery of the Council's Strategic Transformation and Efficiency Programme. • To ensure Council meets its statutory obligations with regard to the General Duty for Improvement,
	Prosperity: We will create the conditions for businesses to start, grow, thrive, provide opportunities for employment and be sustainable.	<ul style="list-style-type: none"> • To support local companies and social enterprises by providing insight into public tendering needs and structures.

3. Key activities for 2022/2023

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 Number 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:	Corporate Plan Towards 2020-2024 Digital by Default Transformation Programme

Business as Usual activities we will deliver in 2022/2023 (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	Ongoing	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 2022	BTM	Heads of Service
SME training	Ongoing	PM	Economic Development;

Business as Usual activities we will deliver in 2022/2023 (actions)	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
			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

What service development/improvement will we undertake in 2022/2023?	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. (Delayed owing to impacts of Covid.)	<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 2023	Business Technology Manager	Internal Audit
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 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.	30 September 2022	Performance Improvement Manager	Heads of Service Internal Audit
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	Ongoing	Procurement Manager	Heads of Service Internal Audit

What service development/improvement will we undertake in 2022/2023?	Which of the specified aspects will this improve?	Rationale	Due Date	Lead Officer(s)	Who do we need to help us? (Internal/External partners)
		Procurement Policy which is currently being drafted.			

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	
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>

What service / activities will we be stopping / changing in 2022/2023	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 Actual	2021/22 YTD (Q3)	2022/23 Target
% attendance	Existing	Quarterly	93%	95%	98%	99.7%	95%	95%
% time invested in team briefing, training, development and performance conversations	Existing	Quarterly	7%	8%	4.81%	4.26%	5%	5%
Date of implementation of revised annual planning arrangements						Dec 2020		
No. of successful procurement challenges	Existing	Quarterly	0	0	0	0	0	0
Attendance at ED organised SME training events						0	0	1
% service calls satisfactorily addressed within timescales	Existing	Quarterly	97%	97%	97%	97%	96%	97%
% systems and network uptime	Existing	Quarterly	99.9%	98%	99.9%	99%	99%	99%
No of live transformation/ in-service efficiency projects supported	Existing	Quarterly	-	-	-	4+	16	20
% Satisfactory Audit Reports	Existing	Quarterly	100%	100%	100%	66%	100%	
% spend against budget	Existing	Quarterly	91%	99%	96%	98%	99.58%	100%
£ procurement savings	Existing	Quarterly	£89k	£212k	£271k	£55k	£90k	£250
% Client Satisfaction	Existing	Quarterly	91%	99%	Not carried out owing to onset of Covid-19	Not carried out owing to Covid-19	Not yet available	95%
% staff satisfaction	Existing	Quarterly	93%	100%		86%	Not yet Available	90%

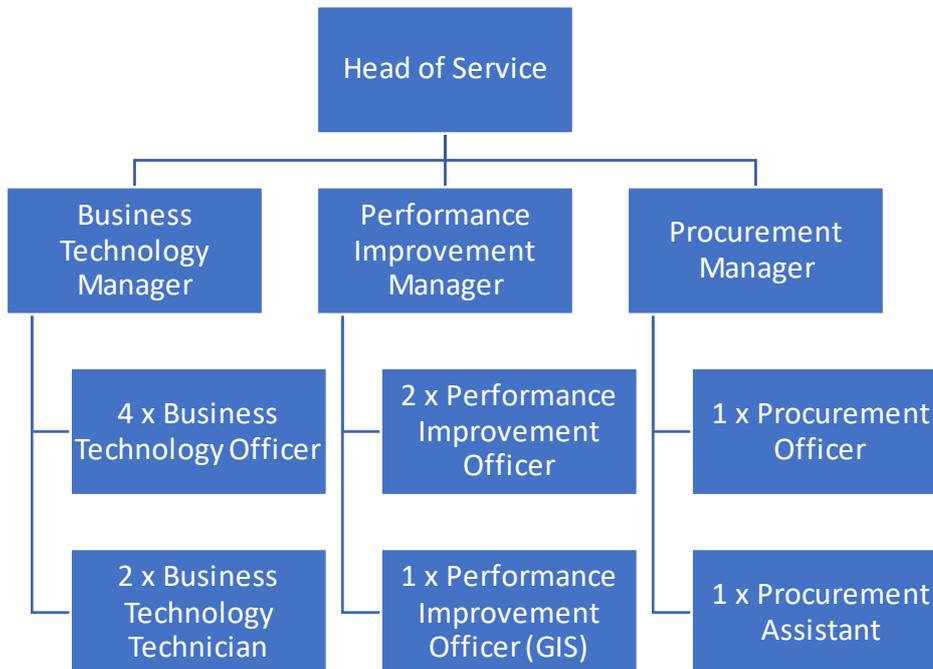
4. Risks

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				
STaP1	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, Service Plan Workshops	4	2	8	Action	Education, communication and building relationships	Ongoing	MMcV	
STaP2 /CR2	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	
STaP3 /CR3	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	
STaP4 /CR4	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	
STaP5	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 15 FTEs. Currently the Head of Service and Procurement Manager posts are vacant. The structure of the service is as follows:



Budget:

The proposed budget for the 2022/23 year is £2.01m

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 transformation, effectiveness and efficiency, procurement, and harnessing technology. It may therefore be necessary to review all existing resources to deliver on the Council's strategic transformation commitments.

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 2022/23 financial year.

8. Appendices

N/A