

Joint Committee

9 September 2010

Report Title: WRS project update

1. Introduction

1.1 This report provides the Joint Committee with a summary of progress against plans since the last meeting in June 2010.

2. Reporting period

2.1 Period covers from the 11th June 2010 to 9th September 2010

3. Key achievements

3.1 Business as usual has been maintained although there are some capacity issues beginning to emerge as the service begins to experience some staff turnover as anticipated. Plans are in place to manage these gaps.

3.2 An innovative, forward thinking staff structure is currently out for consultation. The proposed structure makes best use of the opportunity to bring environmental health and trading standards together, to create a workforce that is customer focussed and flexible. It is anticipated that this structure will be in place before the end of the year but will be refined further as business transformation begins to highlight areas for further change.

3.3 Staff generally positive and engaged. Ongoing relations with recognised Trade Unions are good.

3.4 Induction events for WRS staff were held in Bromsgrove 26th July to 5th August. Change management event on Thriving in Turbulent Times held from 30th July to 6th August, to help support staff through the change process.

3.5 Staff briefings held for all WRS staff 16th & 17th August ahead of the formal consultation period on the structure.

3.6 Accommodation is emerging as a key issue. Success of the structure relies on bringing the teams together to optimise the opportunity for business transformation, enable team building, create greater resilience and maximise potential for synergies between professions. Working group developing a business case to establish the accommodation needs.

3.7 ICT needs prior to establishing a single platform is being explored. Focus on creating flexible working options and reducing accommodation needs. Request that individual Councils begin to consider how to rationalise their accommodation so as to reduce the recharges into Reg Services.

3.8 Transformation workstream resources allocated full time, with external support being provided. Workshop on the principles of the transformation approach (Systems Thinking) held on 2nd August with Mouchel. Workshop delegates include the WRS interim management team and the transformation workstream staff.

4. Risks

4.1 ICT & Transformation workstream: Risk to the original stage two timescales following the adoption of the Systems Thinking transformation approach. The systems thinking approach to transformation provides for a more in-depth assessment and analysis of the demand, frequency and purpose for WRS customers.

The new service delivery model originally planned for October 2010 will now be delivered in early 2011. There is minimal impact to the overall project timescales or the project's ability to deliver the business case benefits.

Mitigating action: Additional full time internal resources allocated to the workstream. External support and training underway.

5. Priorities next period

5.1 ICT & Transformation workstream

- 'Leading Change' toolkit for managers
- Transformation workshops with staff
- 'What Matters' events with customers
- Gather detailed ICT requirements
- Begin establishing a new service delivery model

5.2 HR workstream

- Employee consultation period completed
- Mapping and assimilation process underway
- New structure implemented

5.3 Communications

- The transformation and comms workstreams are developing a number of products for staff and customer engagement throughout September and October:

5.3.1 *WRS Staff survey*. To benchmark current culture; management style; teams; and communications.

5.3.2 *A Chance to Shine* roadshows. WRS staff drop in events across the 7 authorities sites

5.3.3 *'What Matters To Our Customers'*. Service wide customer engagement events to gather information on the demand, frequency and purpose for WRS customers.

6. Budget report

6.1 Provided as a separate agenda item.

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