

Report to Transformation Task and Finish Panel

Date of meeting: 29 June 2017

Subject: Transformation Programme

Officer contact for further information: David Bailey, Head of Transformation

Committee Secretary: Adrian Hendry, Senior Democratic Services Officer



Recommendations/Decisions Required:

That the Panel notes the responses to questions on the Transformation Programme set by the Chair of the Task and Finish Panel.

Report:

1. The Chairman of the Task and Finish Panel requested responses to the following questions on the Transformation Programme for the benefit of Panel Members. Where these responses are from existing reports the report reference is given in brackets.

a. What is the Transformation Programme?

Management of Change

A key challenge for local authorities is to balance two parallel and co-dependent imperatives: Business as usual and business transformation. They can be encapsulated in the concept 'Run the business; change the business', which has a cyclical nature.

'Business as usual' refers to the way the authority normally achieves its everyday business. 'Business transformation' refers to changing these processes, in order to respond to changes in our external environment and customer expectations. Taken together, they enable the authority to deliver its strategic aims and objectives, expressed in the Corporate Plan.

There are three types of change: Transactional, transitional and transformational. The approach to managing change is affected by the anticipated complexity of the change and our assessment on the predictability of the outcome. Transformational change has complex and unpredictable outcomes, where more fundamental modifications to policies, systems or structures within the authority are needed. Achieving these kinds of changes requires investment in infrastructure, new ways of thinking and working, and the development of new skills and abilities (C-073-2015/16).

b. What are the aims and objectives of the Programme?

The purpose of the transformation programme is to make fundamental changes in how we deliver services (known as 'business as usual'), in order to deal successfully

with our drivers for change.

The Transformation Programme is charged with realising four key benefits:

- Recognising what customers' value about our services and placing them at the heart of everything we do;
- Focussing on getting things right first time through joined up services;
- Reducing red tape to simplify how we work; and
- Delivery of resource savings and income generation, to keep Council Tax low.

Business transformation is achieved through developing:

- New ways of working;
- The way we organise ourselves (known as our common operating model);
- Our services; and
- The use of technology (C-073-2015/16).

c. What is the scope and duration of the Programme?

Local Government is facing an unprecedented series of challenges over a sustained period. The scale of the challenge is unprecedented and even the very best run councils cannot expect to be able to continue to operate in exactly the same way. In recent years local councils have consistently driven down costs. This Council has balanced budgets without having to cut front line services. However, there is a limit to the amount of incremental savings that any organisation can deliver whilst still maintaining its level of service delivery. The Council is rightly proud of its record of not increasing Council Tax in the depth of a recession. Cabinet have set out an ongoing objective to keep Council Tax low. Consequently, to address the challenges facing the Council, a **co-ordinated programme of transformational change** is required. Incremental changes will no longer be sufficient (C-051-2015/16).

The initial period of the programme was 18-months running from 1 November 2015, but this was extended by a further 18-months running to the end of October 2018 by Cabinet on 12 October 2016 (C-027-2016/17). However, the Cabinet acknowledge the 'Transformation is an ongoing process rather than a one-off project' (C-051-2015/16).

d. What are the issues that the Programme is designed to address?

There are four drivers for change, as detailed in the Corporate Plan 2015/20:

- Our customers and their needs are changing;
- Our customers expect modern, customer focussed services;
- Our customers demand well-managed, value for money services; and
- Our customers want us to reduce our costs and protect front line services.

The management of all change within the authority is organised into workstreams, which each contain a set of transformation programmes and projects, arranged in a timeline as tranches. Existing projects from the Corporate Plan: Key Action Plan will feature in the workstreams, alongside new projects.

A workstream is defined as a related set of programmes and projects being undertaken across the authority, according to an agreed business case. A project is defined as a temporary organisation that is created for the purpose of delivering one or more business products, according to an agreed business case.

Initial analysis of corporate strategies and plans has led to the identification and organisation of transformation opportunities into four workstreams:

- Customer experience;
- Business culture;
- Resources, accommodation and technology; and
- Major projects (C-073-2015/16).

e. How is the budget for the Transformation Programme currently allocated?

The Transformation Programme had an initial allocation from the District Development Fund of £100,000 for project prototype activities (Finance and Performance Management Cabinet Committee, 16 June 2016). Approximately £60,000 remains unallocated as at June 2017. However a number of projects also have monies allocated from Invest to Save funding.

f. What are the costs associated to the management of the Programme?

The broad costs that could be articulated to the management of the Programme are:

- An apportionment of the Chief Executive, Management Board and Leadership Team;
- An apportionment of the Head of Transformation, Senior Project Improvement Officers and Performance Improvement Officer, as well as members of the Programme Management Office;
- An apportionment of various officers acting as project and programme sponsors, managers and team members.

g. Who determines what projects are to be taken forward?

The transformation programme will be managed within the Council's Constitution and Standing Orders. Projects and Programmes within the transformation programme will continue to report to existing Cabinet Committees and Select Committees, etc. Accountability, the information flow and key responsibilities for this governance model are given in Cabinet Report C-073-2015/16.

The Cabinet has overall responsibility for the transformation programme, including adoption of workstreams and approval of programme and project business cases. The Leader is the Portfolio Holder for transformation. Consultations with individual Portfolio Holders for specific transformation projects will be undertaken in the same way as for business as usual.

The Transformation Programme Board will oversee, through highlight reports, the day-to-day strategic management of the transformation programme. This includes resolving conflicts across workstreams, chartering discovery projects and approving the progression of projects through stage gates as authorised by Project Initiation Documents (PIDs).

The membership of the Transformation Programme Board is given below:

- Chief Executive (chairman);
- Deputy Chief Executive, Director of Neighbourhoods;
- Director of Communities;
- Director of Governance;
- Director of Resources; and
- Head of Transformation (C-073-2015/16).

h. How is this decision made currently?

Transformation projects and programmes will be categorised using a prioritisation and optimisation technique. Prioritising projects is critically important in order to determine where resources should be invested (C-073-2015/16).

i. What is the process of risk management for each project?

Making changes to the way we deliver services is not without risk. It is essential that the authority acts in a way to mitigate these hazards to have the best chance of delivering successful change. A risk management strategy is to be prepared in conjunction with the Corporate Risk Management Group and applied to transformation programmes and projects. It will cover the strategy and procedure to be followed for all risks – both threats and opportunities.

The Transformation Programme Board is ultimately responsible for this strategy and the Head of Transformation will be responsible for maintaining the strategy (C-073-2015/16).

j. How are the financial and non-financial benefits of potential projects calculated?

All projects have benefits and success measures established at the point their business case is approved by the Transformation Programme Board. The assessment of financial and non-financial benefits is reported either at project closure (where these benefits have been realised during the life of the project) or at an agreed point after project closure (when realised afterwards).

The prime purpose of the Programme Management Office (PMO) is to drive the transformation programme forward and deliver the outcomes and benefits (C-073-2015/16).

k. How are the achievements of specific outcomes of each project currently evaluated?

Each project or programme is evaluated at completion, through the completion of a post-project evaluation. These are considered by the Programme Management Office and Transformation Programme Board, before a request is made to the Cabinet through the regular Highlight Report to confirm project closure.

l. What are the specific projects that have been determined by the Programme so far?

A list of live medium and high complexity projects are given in appendix 1.

m. Which Directorates do these fall under?

See appendix 1. Please note there are five directorates:

- Office of the Chief Executive;
- Communities;
- Governance;
- Neighbourhoods; and
- Resources.

n. What factors determine under which Directorate project will sit?

The project charter leads to the completion of a Risk Potential Assessment (RPA), undertaken by the project manager, project sponsor and PMO working together. The tool uses assessments of overall consequential impact and overall complexity, to judge a project as having a High, Medium or Low risk potential.

All projects are registered with the Programme Management Office, but projects are then managed differently, depending on their risk potential assessment. The table below provides a summary.

RPA	Qualities	Project management	Processes	PMO support
High	Transformative project – requires authority wide co-ordination	Overseen by the Transformation Programme Board	Charter, initiation document and evaluation are required and approved by TPB. Other documents may be required	PMO actively engaged in supporting the project
Medium	Project management best practice	Managed within a single directorate	Charter, PID and evaluation are required and logged with PMO	Support provided by PMO
Low	Minimal need for project management	Managed within a single service area	Charter, PID and evaluation are encouraged	Support available from PMO on request

(Transformation Programme Board, Projects and Programmes Report, 1 June 2016).

The majority of projects emerge from lead directorates as part of the annual business planning process.

o. How and when are projects allocated to the different Directorates?

The Transformation Programme Board and/or Programme Management Office consider and approve these allocations when projects come forward to be chartered.

p. How and when are the financial arrangements for each project passed over to the different Directorates?

This takes place as the business cases for individual projects and programmes are approved, including for any Invest to Save funding.

q. Have all projects identified through the programme been allocated to a Directorate?

Yes, including four projects and programmes which sit within the Office of the Chief Executive. See Appendix 1.

r. If not where do they currently sit?

Not applicable.

Reason for decision:

The Chairman of the Task and Finish Panel requested responses to the questions in this report on behalf of the Panel.

Options considered and rejected:

None.

Resource implications:

Within existing resources.

Legal and Governance Implications:

This report is for noting so there are no resource implications.

Safer, Cleaner Greener Implications:

This report is for noting so there are no Safer, Cleaner or Greener implications.

Consultation Undertaken:

This report is for noting and no consultation was undertaken in the preparation of the report.

Background Papers:

A number of Background Papers are attached in the Appendices to this report.

Impact Assessments:

Risk Management:

This report is for noting so there are no Risk Management implications.

Equality:

This report is for noting so there are no Equality Impact implications.

Equality analysis report

Step 1. About the policy, service change or withdrawal

Name of the policy, service or project: <i>be specific</i>	Transformation Programme Task and Finish Panel
Revised / new / withdrawal:	New
Intended aims / outcomes/ changes:	Report is for noting only
Relationship with other policies / projects:	Transformation Programme
Name of senior manager for the policy / project:	Glen Chipp, Chief Executive
Name of policy / project manager:	David Bailey, Head of Transformation

Step 2. Decide if the policy, service change or withdrawal is equality relevant

<p>Does the policy / project / service process involve, or have consequences for employees or other people? If yes, please state who will be affected. If yes, then the policy / project is equality relevant.</p> <p>If no, state your reasons for this decision. Go to step 7.</p> <p><i>The majority of Council policies and projects are equality relevant because they affect employees or our communities in some way.</i></p>	<p>If yes, state which protected groups:</p>
	<p>If no, state reasons for your decision:</p> <p>No. Any equalities impact assessment for individual projects or programmes will be detailed in the respective reports.</p>

Name and job title of officer completing this analysis:	David Bailey, Head of Transformation
Date of completion:	19.06.2017
Name & job title of responsible officer: (If you have any doubts about the completeness or sufficiency of this equality analysis, advice and support are available from the Performance Improvement Unit)	David Bailey, Head of Transformation
Date of authorisation:	19.06.2017
Date signed copy and electronic copy forwarded to PIU equality@eppingforestdc.gov.uk	19.06.2017

Appendix 1 - Project and Programme Register

19 June 2017

Project / programme reference and title	Directorate
P001 Customer Service Programme, including P142 Customer Satisfaction and Standards P145 Customer Reception P146 Corporate Customer Team P147 Systems and Digital Development	Office of the Chief Executive
P130 Corporate Online Booking System	Resources
P134 Self-Service Licence Applications	Neighbourhoods
P138 Waltham Abbey Wayfinding	Neighbourhoods
P139 Pandemic Flu Plan	Neighbourhoods
P004a External Corporate Communications	Governance
P003 Establish Programme Management	Office of the Chief Executive
P008 Museum Heritage Trust	Communities
P010 Review Sheltered Housing Scheme	Communities
P050 Reprographics Service Review	Resources
P108 Shared Services	Office of the Chief Executive
P105 Civic Office Waste and Recycling	Neighbourhoods
P107 Estates Service Review	Neighbourhoods
P106 Workforce Development Strategy	Resources
P124 Corporate and Business Planning	Office of the Chief Executive
P004b Internal Corporate Communications	Governance
P140 District Emergency Control Centre Plan	Neighbourhoods
P014 Integrated HR Payroll IT System	Resources
P019 BC File Scanning Phase one	Governance
P020 Legal Document Scanning	Governance
P044 Electronic Invoicing	Resources
P122 Information Management	Governance
P043 Post, Correspondence and Document Management	Resources
P109 ICT Strategy Implementation	Resources
P131 Northgate Mobile Working (Planning & BC)	Governance
P133 Scanning Residual Hard Copy Records – Communities Directorate	Communities
P160 Service Accommodation Programme, including P002 Service Accommodation Review P161 Civic Office Refurbishment P162 Civic Office Car Parks P163 Relocate Hemnall Street Operations P164 Relocation from Homefield House	Resources
P150 Relocation of Housing Repairs Service to Oakwood	Communities

Project / programme reference and title	Directorate
Hill Depot	
P112 Operating Partner for North Weald Airfield	Neighbourhoods
P113 Epping Forest Shopping Park	Neighbourhoods
P114 St. John's Road Development	Neighbourhoods
P115 Local Plan Programme	Neighbourhoods
P120 Council House Building Programme	Communities
P135 New Leisure Contract	Neighbourhoods
P136 Hillhouse Development	Communities