

WIRRAL COUNCIL

COUNCIL EXCELLENCE OVERVIEW & SCRUTINY COMMITTEE

28 OCTOBER 2010

REPORT OF THE DIRECTOR OF TECHNICAL SERVICES / PROGRAMME DIRECTOR (STRATEGIC CHANGE)

STRATEGIC CHANGE PROGRAMME – UPDATE

1 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide an update to Council Excellence Overview & Scrutiny Committee on the Council's Strategic Change Programme.

2 BACKGROUND

- 2.1 A recent review of the Strategic Change Programme was undertaken at the request of Cabinet on the 24 June 2010. That review was reported to Cabinet on the 22 July 2010 and concluded that "Programme delivery confidence was red" and "delivery of the programme appeared to be unachievable". That Cabinet report appears separately on the agenda for tonight's meeting and members' attention, in particular, is drawn to Section 3 – Outcome of the Review.
- 2.2 Following that review a number of recommendations were made including that a Strategic Change Programme office be established under the control of the Director of Technical Services to determine and deliver the Strategic Change Programme.
- 2.3 Cabinet further resolved that a Strategic Change Programme Board (SCPB) be established comprising the Leader of the Council, the Deputy Leader of the Council, the Deputy Leader of the Conservative Group, the Deputy Leader of the Liberal Democrat Group, the Chief Executive, and the Lead Chief Officer for the Programme. The SCPB is the executive body responsible to Cabinet for deciding on and delivering the SCP.

3 PROGRESS TO DATE

- 3.1 The Strategic Change Programme Office (SCPO) has been established under the Director of Technical Services and is based in Cheshire Lines. The primary focus of the SCPO has been to re-state the Strategic Change Programme in order to maximise the successful delivery of outcomes and to procure a corporate project management system to facilitate planning, control and delivery of the programme.
- 3.2 A corporate project management system (ProjectVision, Cora Systems) has been procured and configured against the delivery arrangements established by SCPB. Training on the use of the system has begun and

is due to conclude on 16th November 2010, for key project managers. Additional training for members and Chief Officers will take place as required.

- 3.3 A “decision gate” approach to programme delivery had been developed. This approach establishes a number of decisions gates projects have to pass through during the project life cycle. If a project fails to satisfy specific criteria, SCPB will not approve progression to the next stage (see Appendix 1). An assurance framework has been agreed and will be delivered by the Director of Finance, providing independent assurance of the programme to SCPB.
- 3.4 The Strategic Change Programme Board have provisionally agreed three delivery channels in which the projects will be categorised (see Appendix 2):
- **Strategic Change Projects** – These projects will be managed using the delivery arrangements and assurance framework agreed by SCPB. The progress of these projects will be monitored by SCPB
 - **Business as Usual Projects** – those projects which will be primarily managed through normal governance processes i.e. Cabinet decides, Executive Team implements, scrutiny monitors. However, some projects will be significant in terms of the efficiencies to be delivered or the risk to the organisation that SCPB will require some oversight.
 - **DASS Programme** - These projects have clear dependencies and linkages to each other and should be managed as a single programme.
- 3.5 The existing programme agreed by Cabinet 14th January 2010, has been reviewed to establish if projects are still relevant to the Council’s objectives, have the ability to be delivered or can be enhanced or stretched to provide additional outcomes. Any new or emerging ideas have also been assessed by SCPB for inclusion. This review has resulted in a restated programme, which has been grouped into the delivery channels outlined above.
- 3.6 All projects are awaiting SCPB approval. In some cases this approval is the continuance of an existing project, whilst in other cases it will be approval to start project delivery. For clarity, Appendix 3 sets out the project delivery stage and decision gate of each project within the programme.
- 3.7 There has been a further proposal to group these projects by themes, which may assist in the future development of the programme. These themes are draft at this stage and will be more fully developed following the consultation exercise and refresh of the Council’s Corporate Plan; however the draft themes are set out in Appendix 4.

- 3.8 The processes established in restating the change programme and monitoring its delivery allow for the expansion of the programme, enabling emerging ideas to be developed into new projects under the “project conception” stage (appendix 1&3). These ideas are received from several quarters including the staff suggestion scheme, response from staff to the Leader’s emails, the recent MBA projects and members of the public. This process will also be applied to ideas and recommendations resulting from the recent consultation exercise

4 FINANCIAL IMPLICATIONS

- 4.1 The financial implications arising from this report

5 STAFFING IMPLICATIONS

- 5.1 There are no staffing implications arising directly from this report.

6 EQUAL OPPORTUNITIES IMPLICATIONS / EQUALITY IMPACT ASSESSMENT

- 6.1 The implementation of the Councils Strategic Change Programme should have positive equal opportunities impact. Equality Impact Assessments will be undertaken where relevant for specific projects and activities.

7 HEALTH IMPACT ASSESSMENT

- 7.1 A Health Impact Assessment will be undertaken for all relevant projects.

8 COMMUNITY SAFETY IMPLICATIONS

- 8.1 There are no specific community safety implications arising directly from this report.

9 LOCAL AGENDA 21

- 9.1 There are no local agenda 21 implications arising directly from this report.

10 PLANNING IMPLICATIONS

- 10.1 There are no planning implications arising directly from this report.

11 ANTI-POVERTY IMPLICATIONS

- 11.1 There are no anti-poverty implications arising directly from this report.

12 SOCIAL INCLUSION IMPLICATIONS

- 12.1 There are no social inclusion implications arising directly from this report.

13 LOCAL MEMBER SUPPORT IMPLICATIONS

- 13.1 There are no local member support implications arising directly from this report.

14 BACKGROUND PAPERS

- 14.1 Review of Strategic Change Programme, Cabinet, 22 July 2010

15 RECOMMENDATIONS

- 15.1 The Council Excellence Overview & Scrutiny Committee would be invaluable in supporting the Change Programme by scrutinising the projects classed as Business as Usual / Efficiency Projects. This would enable the Strategic Change Programme Board to focus on monitoring the projects in the Strategic Change Programme.

This report was prepared by Michele Duerden, Strategic Change Programme Office, who can be contacted on 0151 666 3256.

Appendix 1: Decision Gate Framework

STRATEGIC CHANGE PROGRAMME GATES

	Gate 1	Gate 2	Gate 3	Gate 4	
	PROJECT CONCEPTION	PROJECT APPROVAL	PROJECT START UP	PROJECT DELIVERY	PROJECT CLOSURE
Key questions SCPB will consider	The SCPB Gate framework will not be involved at this stage	Is there sufficient definition of what the proposal is to enable the board to make an informed, prioritised decision?	Is the programme sufficiently well planned, resourced and evaluated?	Is the board being given sufficient and accurate advice as regards the progress and issues of the programme?	Has the impact of the programme and the key success factors been evaluated and reported accurately to the board?
Documents SCPB require to answer key questions		Outline Business Case.	Project Initiation Document. Full Business Case. Scope. Project Plan. Risk Register. Issues Log.	Updated Project Plans. Highlight Report. Updated Risk Register. Updated Issues Log.	Lessons Learnt. Report Benefits Log.
Documents should evidence		Overview. Key Milestones. Anticipated Outcomes. Resource Implications. Costs. Indicative Timescales. Funding.	Objectives. Scope. Outcomes. Exclusions. Constraints. Assumptions. Stake Holders. Communications Plan. Project Plan. Project Team. Resources.	Milestones achieved. Planned activities. Problems. Issues. Outcomes achieved.	Outcomes achieved. Handover arrangements. Post project review.

Appendix 2: Projects by Delivery Channels

Strategic Change Projects

Ref	Project	Project Manager	Proposed Theme
9	Revenues & Benefits	Malcolm Flanagan	Efficiency
10	CAS: Streetscene	Malcolm Flanagan	Transforming Business Support
11	ICT Strategic Review	John Carruthers	Transforming Business Support
16	Looked After Children	Julia Hassall	Commissioning
17	CYPD Management Review	David Armstrong	Restructuring
19	Disposal of assets	Ian Brand	Efficiency
20	Office Rationalisation	Ian Brand	Efficiency
24	PACSPE	Mark Smith	Commissioning
40	Strategic Sourcing	Ray Williams	Transforming Business Support
58	Shared Services	TBD	Commissioning
60	General Restructure	Chris Hyams	Restructuring
65	Facilities Management	Ian Brand	Efficiency
66	Transforming Business Support	TBD	Transforming Business Support

Efficiency Projects / Business as Usual

Ref	Project	Responsible Officer	Proposed Theme
1	Procurement	Ray Williams	Efficiency
25	Value Engineering	Mark Smith	Efficiency
26	Street Lighting	Kevin Ellis	Carbon Neutral & Zero Waste
27	Traffic Management	Mark Smith	Efficiency
28	HAMS	Shaun Brady	Efficiency
31	Energy Efficiency	Tony Dodd	Carbon Neutral & Zero Waste
39	Printing review	David Taylor Smith	Efficiency
42	Balances & Reserves	Tom Sault	Efficiency
44	Contract Review	Ray Williams	Efficiency
55	Terms & Conditions - including Car Allowances	Chris Hyams	Efficiency
56	Review of Capital Programme	Tom Sault	Efficiency
57	Review of Fees & Charges	Tom Sault	Efficiency

DASS

Ref	Project	Project Manager	Proposed Theme
2	Assistive Technology	Angie Carter	DASS Transformation Programme
3	Market Management	Mike Fowler	DASS Transformation Programme
5	Learning Disabilities	Peter Tomlin	DASS Transformation Programme
6	Reprovision of in-house Care Services	Jenny Ricketts	DASS Transformation Programme
7	Transport	Tracey Rai	DASS Transformation Programme
32	Commissioning & Procurement	Stephen Rowley	DASS Transformation Programme
33	Personal budgets	Francesca Tomlin	DASS Transformation Programme
34	Early Intervention	Maura Noone	DASS Transformation Programme
35	Access 24/7	Rick O'Brien	DASS Transformation Programme
43	Third Sector Contracts	Maura Noone	DASS Transformation Programme

Appendix 3: Projects by Delivery Stage and Decision Gate

Strategic Change Programme										
PROJECT CONCEPTION			Gate 1	PROJECT APPROVAL	Gate 2	PROJECT START-UP	Gate 3	PROJECT DELIVERY	Gate 4	PROJECT CLOSURE
Carbon Neutral and Zero Waste	Strategic Change Projects									
	Efficiency Projects / Business as Usual							Street Lighting (26) Energy Efficiency (31)		Recycling (29)
Transforming Business Support	Strategic Change Projects	Wider CAS (45) Facilities Management (65) Transforming Business Support (66)				Revenue & Benefits (9) ICT Strategic Review (11) Strategic Sourcing (40)		CAS Streetscene (10) SAR - Transfer of Assets (19) SAR - Office Rationalisation (20)		
	Efficiency Projects / Business as Usual	Policy & Performance (38) CAA - excellent Council (46) Social Media (47) Non-Fixed assets (48) Think Finance (49) Measuring Bus. Impact (50) Stress-related Sick Abs. (52) Community Engagement (53) Rev. Cap. Proj. & Progs.(56) Rev. Fees & Charges (57) Value for Money Profiles (59)		Reserves & Balances (42) Contracts Review (44) Printing Review (39)		Procurement (1)		Value Engineering (25) Traffic Management (27) Highways Asset Mgt (28)		
Restructuring	Strategic Change Projects	Workforce Mgt (63) People strand (63)		Mgt. Restruct. (60)				CYPD Mgt Review (17)		
	Efficiency Projects / Business as Usual			Terms & Conditions (55)						Gen. Restruct. (23)
Commissioning	Strategic Change Projects	Shared Services (58)				PACSPE (24)		Looked After Children (16)		
	Efficiency Projects / Business as Usual									
DASS Transformation Programme		Personalisation (54) Third Sector contracts (43) Co-located Services (51) T		Access 24/7 (35) Commissioning (32)		Early Intervention (34) In-house Services (6)		Assistive Technology (2) People with Learning Disabilities (5) Personal budgets (33) Market Management (3) Integrated Transport (7)		DASS - HR (4)
Dismiss								BSF (18) LLPG/GIS (22)		

Appendix 4: Projects by Proposed Theme

Strategic Change Programme				
Carbon Neutral & Zero Waste	Transforming Business Support	Restructuring	Commissioning	DASS Transformation
Efficiency Projects	Strategic Change Projects	Strategic Change Projects	Strategic Change Projects	Strategic Change Projects
Energy Efficiency (No.31)	HR & Payroll (No.66)	Restructuring (No.60)	Looked After Children (No. 16)	Assistive Technology (No.2)
Street Lighting (No. 26)	ICT Strategic Review (No.11)	CYPD (No.17)	PACSPE (No.24)	Personal Budgets (No.33)
Related Activities	Strategic Sourcing (No.40)	Efficiency Projects	Shared Services (No 58.)	Early Intervention (No.34)
C-Red	Revs and Bens (No.9)	Terms & Conditions (No. 55)	Related Activities	Access to Services 24/7 (No.35)
Waste Contracts	CAS/Streetscene (No.10)	Related Activities	Public Health	Market Management (No.3)
Merseyside Waste Levy	Transfer of Assets (No.19)	EVR		Transport (No.7)
	Office Rationalisation (No.20)			People with Learning Disabilities (No.5)
	Facilities Management (No.65)			Commissioning (No.32)
	Efficiency Projects			In House Services (No.6)
	Value Engineering (No. 25)			Third Sector Contracts (No. 43)
	Procurement (No.1)			
	HAMS (No. 28)			
	Traffic Management (No. 27)			
	Printing Review (No.39)			
	Review of Provisions & Reserves (No. 42)			
	Contract Review (No. 44)			
	Review of Fees and Charges (No. 57)			
	Review of Capital Programme (No.56)			