

# WIRRAL COUNCIL

## CABINET

23 APRIL 2009

### REPORT OF THE DIRECTOR OF FINANCE

#### CHANGE PROGRAMME

#### 1. EXECUTIVE SUMMARY

- 1.1 This report presents an update on the change programme agreed by Cabinet on 10 December 2008.
- 1.2 It recommends an enhanced Strategic Change Programme comprising six sub-programmes, and explains how the programme will be managed in a consistent, efficient and effective way.

#### 2. BACKGROUND

2.1 Cabinet agreed a change programme on 10 December 2008 built around the following areas:

- **Customer Access Strategy (CAS):** initially using Streetscene Services
- **Common Administrative Processes (CAP):** including the key projects of the new Highways and Engineering Services contract arrangements (HESPE), Human Capital Management (HCM) [Human Resources and Payroll] and Integrated Financial Systems (IFS). The processes provide the Council with the potential for gaining efficiencies and improvements without any negative impact on front line services.
- **Strategic Asset Review (SAR):** this is subject to a separate reporting process, and will be a catalyst for changing how people work and how services are accessed.
- **ICT Technological Developments (ICT):** the work necessary to keep computers and software functioning and up to date.

2.2 Following further consideration by Chief Officers and the Corporate Improvement Group (CIG), it is proposed to add a further two programmes to the overall programme:

- **Adult Social Services Transformation Programme (DASS)**
- **Building Schools for the Future (BSF)**

These programmes are integral to the Council ambition to be recognised as an excellent Council.

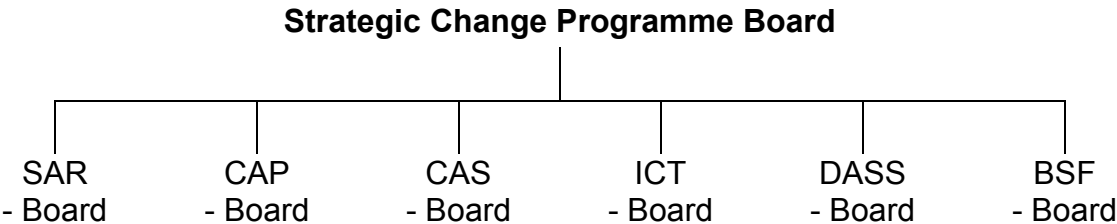
2.3 The purpose of the programme is to improve services within available resources and within approved timescales

- 2.4 The programme is built upon the principles of:
  - Modernised, fit for purpose business processes, enabling service improvements
  - Automation of administrative processes
  - Robust, standardised Council-wide procedures for accessing and storing information.
  
- 2.5 Cabinet recognised that, for the Change Programme to be effective there is a need:
  - at the highest level, to focus on identifying improvements and the timescales in which they could be delivered,
  - corporately, to integrate programmes which are currently being developed or managed within departments within this programme
  - for programme management to ensure that all projects and resources are co-ordinated,
  - at an operational level, to task individuals with delivering individual projects within the timeframe identified,
  - for programme assurance to ensure that appropriate processes are in place to enable delivery of the agreed programme,
  - to bring together staff with the necessary skills to deliver the programme within the timescales indicated.

**3. PROGRAMME MANAGEMENT**

Programme Board

3.1 A Strategic Change Programme (SCP) Board has been created to oversee the programme. Each of the six individual programmes will report to the SCP Board.



### 3.2 The SCP Board has the following membership:

<u>Chair</u>	<ul style="list-style-type: none"> <li>• Deputy Chief Executive</li> <li>• Head of Marketing and PR</li> <li>• Director of Finance</li> <li>• Director of Law, HR &amp; Asset Management</li> </ul>	<p>On behalf of the Members and Chief Executive responsible for ensuring delivery of the overall programme to timescale and within agreed resources.</p> <p>Corporate communications expertise</p> <p>Corporate Financial expertise</p> <p>As Monitoring Officer &amp; Chief Legal Officer, and separate from role as Project Manager of SAR</p>
<u>Assurance</u>	<ul style="list-style-type: none"> <li>• Director of Regeneration</li> <li>• Deputy Director of Finance</li> </ul>	<p>Expertise of significant corporate change</p> <p>Independent of SCP Board</p>

3.3 The Programme Board represents the interests of the business and users, and provides overall direction and management of the project. The Board is responsible for the programme and also for assurance that the programme remains on course to deliver the desired outcomes.

3.4 Programme assurance is independent of the Programme Board and covers all aspects of the programme including business, users and, where appropriate, suppliers. The role helps ensure the integrity of the programme by continuing to validate the programme business case against external events, programme risks and against the high-level plan, to ensure both viability and value for money. The Assurance Officer will report to the Chief Executive if there are issues which the Programme Board is not addressing correctly.

#### Management of Each Project

3.5 Each individual programme will be managed as follows:

<b>Programme</b>	<b>Comments</b>	<b>Mentor</b>	<b>Programme Manager</b>
Strategic Asset Review (SAR)		Steve Maddox	Bill Norman
Common Administrative Processes (CAP)	Highways and Engineering Services Integrated Financial Systems Human Capital Management	Jim Wilkie	David Green Bob Neeld  Jacqui Roberts
Customer Access (CAS)	Initially Streetscene	Alan Stennard	Malcolm Flanagan
Information Technology Developments (ICT)		Ian Coleman	John Carruthers
Adult Social Services (DASS) Transformation		John Webb	Chris Batman
Building Schools for the Future (BSF)		Howard Cooper	David Armstrong

3.6 Each project will be responsible for its own project governance but it must be within the agreed framework for project management. i.e. there will be a formal board and a nominated project manager and independent assurance. The programme manager will report to the SCP Board on progress relating to his/her specific project.

a. Mentor

Has ultimate accountability for the success of the project, ensuring it remains value for money whilst balancing the needs of the Council, users and (if appropriate) suppliers.

b. Project Manager

The Project Manager runs the project on a day-to-day basis on behalf of the Project Board. The prime responsibility is to ensure that the project delivers the required products to the required standard of quality and within the specified constraints of time and cost.

c. Project Assurance

Project Assurance provides the check that the project continues to meet its specification, the required standards and the Business Case.

3.7 The proposals outlined above follow PRINCE 2 principles, as adopted by the Council, and incorporate the principles of the gateway process as successfully used by the Council in its management of the HESPE (Highways and Engineering Services project) process.

3.8 These proposals are consistent with the recommendations from the Audit Commission report on Benefits Realisation and Change Management considered by Cabinet on 7 February 2008.

#### **4. NEXT STEPS**

4.1 An initial seminar was held with all senior officers involved in the management of the Strategic Change Programme on 3 April 2009, to agree how the programme will be managed, with the first meeting of the SCP Board on 7 April 2009. The Board has begun an initial assessment of the position of each of the individual programmes, in order to identify key risks and issues and to enhance the process of corporate co-ordination.

4.2 Individual programme managers are in the process of confirming key criteria to the SCP Board. These include:

- Programme Objectives
- What the programme will deliver and when
- Who is responsible for the various elements of the programme
- How the manager is planning to deliver the programme
- What constraints there are for the manager in delivering the programme
- Financial and other resource implications

4.3 It is proposed to report quarterly to Cabinet, in line with the financial and performance monitoring cycle. The next report will be due in July 2009.

## **5 FINANCIAL AND STAFFING IMPLICATIONS**

5.1 The Change Programme may have significant implications across the Council. These will be clarified at the scoping stage of each project.

## **6 EQUAL OPPORTUNITIES IMPLICATIONS**

6.1 There are none arising from this report.

## **7 HUMAN RIGHTS IMPLICATIONS**

7.1 There are none arising from this report.

## **8 LOCAL AGENDA 21 IMPLICATIONS**

8.1 There are none arising from this report.

## **9 COMMUNITY SAFETY IMPLICATIONS**

9.1 There are none arising from this report.

## **10 PLANNING IMPLICATIONS**

10.1 There are none arising from this report.

## **11 LOCAL MEMBER SUPPORT IMPLICATIONS**

11.1 There are none arising from this report.

## **12 BACKGROUND PAPERS**

12.1 None.

## **13 RECOMMENDATION**

13.1 That Cabinet approves the enhanced Strategic Change Programme including the management and reporting arrangements.

IAN COLEMAN  
DIRECTOR OF FINANCE