Borough of Pendle

REPORT OF:	**CHIEF EXECUTIVE**
TO:	**POLICY AND RESOURCES COMMITTEE**
DATES:	**MARCH 2021**

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TRANSFORMING PENDLE PROGRAMME

PURPOSE OF REPORT

This report provides the Policy and Resources Committee with the proposed governance arrangements for the delivery of the Transforming Pendle Programme (Transformation Programme). The report also describes the work undertaken to date and gives an overview of the developing project workstreams and proposed performance management arrangements.

RECOMMENDATION

To approve the proposed governance structure, the role definitions and the formal reporting arrangements for the Policy and Resources Committee. The Committee is also asked to note the progress to date and endorse the proposed approach to performance management.

REASON FOR RECOMMENDATION

To establish an agreed governance and performance management model for the delivery of the Transforming Pendle Programme.

ISSUE

1. On 9th December 2021 the Policy and Resources Committee approved revenue funding to provide external support for the transformation of critical services in order to support the Council's medium term financial strategy requirements. The decision to invest was set within the context of delivering the Council's priorities and balancing the budget within the next 2-3 years.

2. The agreed method for addressing the issues outlined in the report was to establish a transformation programme focused on the development of an approach and delivery mechanism for the more complex organisational initiatives and changes.

3. Following an interview process an external transformation specialist was appointed, on a part time temporary basis, to lead, coordinate, understand interdependencies, arrange

resources and manage the delivery of the programme. The Transformation Programme Director, Mike Poulter, commenced his role on 17th January 2022.

4. Since the appointment the emphasis has been on familiarisation with the organisation, understanding contractual and partner relationships, and development of the approach to programme governance. In addition, a workshop session was held on 13th January with the former Continuous Improvement Group along with a number of other staff volunteers to discuss staff involvement and engagement in the Transforming Pendle Programme. The group have since voted to call themselves 'Team Pendle'.

5. In relation to understanding and developing contractual relationships there is an emphasis on investigating new approaches for the management of the Liberata contract and initial high level conversations have taken place to bring forward options to consider for the next phase of service improvement and delivery.

Proposed Transformation Programme Governance Model

5. A clear, agreed, and effective governance structure is a fundamental requirement for the delivery of a successful transformation programme. The governance structure should complement the council's existing constitutional arrangements for decision making and provide members and officers with a mechanism that provides assurance that the programme is being delivered and benefits realised.

6. To enable the desired levels of assurance to be achieved a number of programme/project bodies need to be put in place to ensure a co-ordinated approach is taken to oversight of the Transformation Programme. The diagram below provides an overview of the proposed management and reporting arrangements.
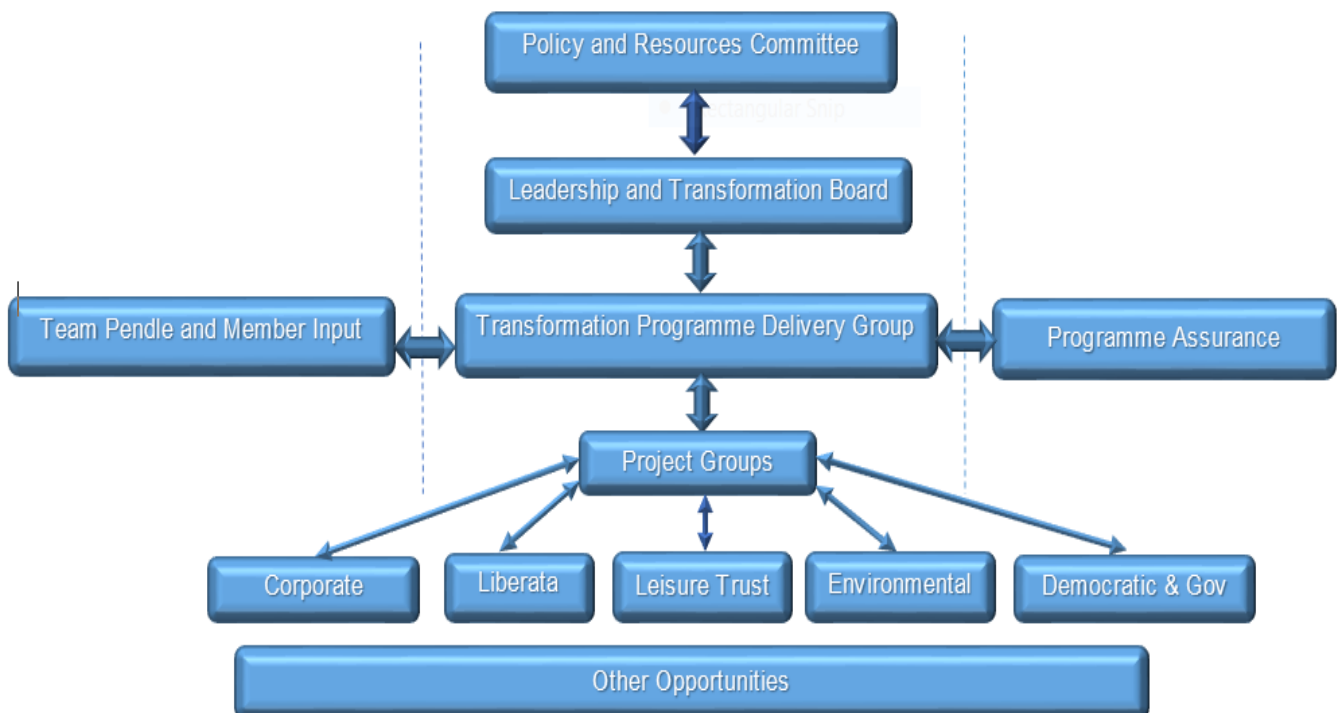
7. The Policy and Resources Committee has overall responsibility for the Transformation Programme and delegates the management and delivery of the programme to the Leadership and Transformation Programme Board. It is proposed that the committee receives formal update reports on a quarterly basis and general updates monthly. The formal update reports will include:

- An overview of the programme
- Progress against key milestones
- Progress against financial savings/income targets
- Key issues for consideration
- Next steps

8. The Leadership and Transformation Board consists of the Chief Executive (Chair), Chief Finance Officer, Corporate Director and Transformation Programme Director. The Board orchestrates the delivery of the programme, prioritises decisions across the programme, ensures effective engagement, and ensures overall resourcing and delivery of the programme, and recommends business cases and programme updates for consideration by the Policy and Resources Committee. The Board will also consider and agree programme resource allocation to enable the delivery of each project.

9. Programme Delivery Group – Once established the group will consist of the Transformation Programme Director (Chair) and the project lead (Project Executive) for each of the agreed projects in the programme. It will also include, as and when required, representatives from Finance, HR and Property to provide updates and input as required. The group will meet on a fortnightly basis to provide project updates, resolve any project issues and agree items for escalation to the Programme Board.

10. Project Groups – Each project group will consist of a Project Executive (Chair) who will have overall responsibility for the development and delivery of the project business case and, where required, a project manager who will manage the practical and day to day requirements of the project. The remaining project group attendees will be dependent upon the requirements of the project during each stage of the development and delivery cycle. The Project Executive will engage the necessary parts of the organisation and ensure that all necessary customer and organisational consultation is properly undertaken. The Project executive will also ensure that, where necessary, all procedural implications are properly considered.

11. Team Pendle and Member Reference Group – It is proposed that Team Pendle and a Member Reference Group be used to test project assumptions and gather opinions to strengthen the project approach.

Performance Management Arrangements

12. Once identified and allocated to specific projects each transformation project manager will be required to develop a project delivery plan that incorporates key delivery milestones. The milestones will be incorporated into a performance management framework and RAG (Red, Amber, and Green) rated on a monthly basis. They will also feed into the formal quarterly report to Policy and Resources Committee. In addition, RAG ratings will be provided alongside financial savings/income targets.

Financial Management Arrangements

13. At the Special Budget Council meeting on 24th February 2022, Members agreed to a Transformation Programme savings target for 2022/23 of £0.5m. This included a broad

range for actions around the Corporate Estate and the Capital Programme, a review of various fees, resources and delivery models for building control, pest control and office admin, in-depth budget cost centre analyses, as well as revising the structures, the scope and the efficiency and effectiveness of our Council's Committees.

14. Specific financial information around the allocation of the £0.25m Programme funding and the allocation of savings will be brought to future meetings for Members to review. The following areas have been identified though this is not an exhaustive list;

- Building Control
- Development Control
- Leisure Services
- Digital Customer Journey
- Pest Control
- Capital Programme
- Admin Building and wider Property and Assets
- Base Budget Review

Each review will need to be timetabled and RAG rated to track the output and also linked to financial impact which will also need to be RAG rated.

IMPLICATIONS

Policy

It is likely that some of the projects included in the emerging transformation programme will have policy implications. Once any policy implications are identified it will be the responsibility of the assigned Project Executive to ensure that due process is applied and the necessary agreement is in place prior to the project being delivered.

Financial

The financial implications are referred to in the body of the report and will be tracked regularly as part of the proposed performance management arrangements.

Legal

It is also likely that some of the projects included in the emerging transformation programme will have legal implications. As is the case with Policy any legal implications that are identified will be the responsibility of the assigned Project Executive to ensure that due process is applied and the necessary agreement is in place prior to the project being delivered.

Risk Management

Project Managers will be required to complete and manage a risk management profile for each project they are assigned to. The management approach will include mitigating actions and the escalation of any issues via the agreed governance framework.

Health and Safety

Project Managers will also be required to identify any Health & Safety issues and engage the relevant service specialists to resolve issues or identify safe working practices as required.

Sustainability

Developing a sustainability approach to project design and delivery will be a key component of each project included in the programme.

Community Safety

As above re project management responsibilities.

Equality and Diversity

As above re project management responsibilities.