Borough of Pendle

REPORT OF:	**CHIEF EXECUTIVE**
TO:	**POLICY AND RESOURCES COMMITTEE**
DATES:	**MAY 2022**

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TRANSFORMING PENDLE PROGRAMME

PURPOSE OF REPORT

This report represents a key part of the Transforming Pendle governance framework by providing the Policy and Resources Committee with the first quarterly review, and a summary of progress to date, for the development and delivery of the Transforming Pendle Programme (Transformation Programme). The report also provides a summary of the proposed next steps for consideration and agreement.

RECOMMENDATION

To note the progress to date, to endorse the reallocation and refocussing of resources, and to approve the proposed next steps toward the continued development and delivery of the programme.

REASON FOR RECOMMENDATION

To continue to develop and deliver the Transforming Pendle Programme.

ISSUE

1.   On 9th December 2021 the Policy and Resources Committee agreed to establish a transformation programme, the Transforming Pendle Programme, focused on the development of an approach and delivery mechanism for the more complex organisational initiatives and changes required to deliver on corporate priorities. The decision to invest in the programme was set within the context of delivering the Council's priorities and balancing the budget within the next 2-3 years.

2.   On 21st March 2022 the Policy and Resources Committee approved the proposed transformation governance structure, the associated role definitions, and the formal Committee reporting arrangements.

3.   This report is the first quarterly review of the development and delivery of the Transforming Pendle Programme. As agreed by the Committee on 21st March 2022 the review is structured around five key themes:

- Development of the Programme
- Progress against milestones
- Financial Savings
- Key issues for consideration
- Proposed next steps

Development of the Programme

4.   Attached, as Appendix 1, is the current iteration of the Transforming Pendle Programme. It is structured under the three headings of Strategic, Service and Corporate and the relevant projects are grouped under each heading.   Each project is highlighted and incorporates initial milestones, details of the responsible officer or officers and current RAG (red, amber, and green) rating to indicate progress.

5.   It is important to note that the programme is still developing in terms of the projects and the emerging milestones. The intention is for the project list to be concluded by the end of May 2022, but it may be necessary to add additional projects at a later date, subject to approval via the Leadership and Transformation Board. The milestones will continue to be expanded upon and updated as each project progresses, and project benefits, both transformational and financial, are agreed.

6.   The project RAG ratings are considered every two weeks as part of the Leadership and Transformation Board agenda and are updated accordingly. A green rating relates to an activity being completed or a high confidence level that it will be completed as stated. An Amber rating is for a planned activity that is yet to be completed and a Red rating applies when a milestone will not be achieved, and further project support or guidance is required.

Progress against milestones

7.   In summary, when considering the development of the programme as a whole, the objectives for the first quarter have been achieved. The programme is in place, the governance framework is operating, initial project milestones have been agreed and RAG rated, and the projects are being delivered where applicable. Also, the overarching management of the programme is underway to ensure the sequencing of activities and resource requirements are properly orchestrated to avoid project conflicts or unintended consequences.

8.   When considering Appendix 1, the project milestones highlighted in green are completed activities. This method is used to provide an easily identifiable overview of progress to date.

9.   The scope and ambition of the programme dictates the necessary resources required to deliver the agreed benefits once in place. Providing the necessary resources is a key dependency and the approach to redirecting officer resources and the commissioning of targeted external support is in place.

Benefits realisation including financial savings

10.   A key focus for the programme governance and performance framework is an emphasis on benefits realisation. Project benefits need to be clearly identified as part of the project initiation or analysis stages and then tracked throughout the project delivery cycle. Benefits

can be service improvement, efficiency and/or financial. In all cases a strong customer focussed ethos needs to be maintained.

11.   The first phase of all projects included in the programme is a baseline, or business, analysis of the service or theme to establish a clear understanding of the current position. This enables comparisons and benchmarking to take place which then provides the evidence and business intelligence for service improvements and the justification for financial savings.

12.   It is vitally important when considering financial targets that the value and timescales applied to the targets are evidence based. This is to ensure the targets are deliverable and can be realised a stated.

13.   The intention is for all project financial targets to be in place by July 2022 and the programme summary (Appendix 1) will be developed to include agreed targets and a financial RAG rating where applicable.

Key issues for consideration

14.   **Member Reference Group** – Plans are in place to establish a member reference group to provide the opportunity for members to contribute to the development and delivery of the programme. The group will be convened post-election and it is proposed to hold the first meeting early June 22 with a group of 9 members (5 Conservative, 3 Labour and 1 Liberal Democrat). Prior to the first meeting taking place terms of reference for the group will developed and distributed for agreement.

15.   **Project Resources** – As the programme progresses and the resources required to deliver the programme will increase. To satisfy the resource requirements, as a first step, internal resources will be refocussed on the delivery of the programme as referenced in section 9. This will require some coaching and mentoring, or formal training, to ensure the right skills and attributes are in place. It will also require a reprioritisation of existing tasks to provide the necessary capacity to deliver.

16.   Should additional resources be required, where necessary, business cases will be brought forward for consideration and approval on an invest to save basis.

17.   **Project Plans** – Each project included in the programme will require the development of a specific project plan to inform and guide the delivery of the project and ensure that all of the necessary milestones are in place and delivery issues have been considered. The project plans will be discussed and developed with members as part of the Member Reference Group meetings.

17.   **Communications** – the foundations for a member, staff and customer communications strategy are in place but further development is required. A dedicated staff email address is together with an intranet page. The content for the intranet page is being is being prepared and will be in place by the end of May 2022.

Proposed next steps

18.   **Member Reference Group** – To establish a member reference group, as detailed in section 14, as a co-production forum for the development of the programme to commence in June 2022.

19. **Financial targets** – Where applicable all financial targets to be incorporated into the programme by the end of July 2022.

20. **Resources** – To refocus officer resources to deliver the agreed programme projects. Any implications will be properly considered and where necessary be subject to business cases.

21. **Project Plans** – To finalise individual project plans and further develop, as required, at the Member Reference Group meetings.

22. **Communications** – To have a communication strategy in place and being delivered by the end of May 22.

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.

Appendix 1 – Transforming Pendle Transformation Programme

Transforming Pendle Programme - RAG Tables

Theme / Workstream	Milestones	Responsible Officer	Transformation RAG
STRATEGIC			
Liberata			
Commence high level dialogue to reset contractual parameters	Mar-22	Mike Poulter	Green
Engage with Burnley BC to compare and contrast contractual arrangements and service improvements	Mar-22	Mike Poulter	Green
Consider revised terms of reference for contract and agree areas for progress	May-22	Mike Poulter	Amber
Agree programme of transformational activity	May-22	Mike Poulter	Amber
Agree implementation timescales and benefits	Jun-22	Mike Poulter	Amber
Leisure			
Familiarisation with the strategic studies and current position	Mar-22	Mike Poulter	Green
Site visits to assess configuration and maintenance	Mar-22	Mike Poulter	Green
Joint working with PLT to develop approaches to improve revenue position	Apr-22	Mike Poulter	Green
Joint working with PLT to complete the strategic review and bring forward options for consideration	April - June 22	Mike Poulter	Amber
Agree methods of implementation and delivery programme	Jul-22	Mike Poulter	Amber
Environmental Services Review			
Full business analysis to determine transformation activity	April - May 22	David Walker/Sarah AW	Amber
Business case for commercial and domestic waste solutions	May-22	Sarah Astin-Wood	Amber
Analysis for business intelligence to improve service targetting	May-22	Sarah Astin-Wood	Amber
Further workstreams identified following business analysis	May-22	Sarah Astin-Wood	Amber
Corporate Estate			
Completion of an initial corporate property review	May-22	Mike Poulter/Sarah AW	Amber
Identification of target assets to consider repurposing, disposal etc	May-22	Mike Poulter/Sarah AW	Amber
Prepare options for consideration	May-22	Mike Poulter/Sarah AW	Amber
Agree implementation plan	Jun-22	Mike Poulter/Sarah AW	Amber
Democracy & Governance			
Initial analysis of 'as is' position completed	May - June 22	Philip Mousdale	Amber
Development of work streams to deliver improved service and efficiencies	May - June 22	Philip Mousdale	Amber
Work stream implementation	June 22 onward	Philip Mousdale	Amber
SERVICE			
Planning			
Initial assessment of services, demand, systems and management	April - May 22	Castlerigg/Neil Watson	Green
Services 'as is' and SWOT analysis completed	April - May 22	Castlerigg/Neil Watson	Green
Report and recommendations completed	May-22	Castlerigg/Neil Watson	Green
Implementation of recommendations	June 22 onward	Neil Watson/Mike Poulter	Amber
Building Control			
Completion of LABC service analysis	Apr-22	LABC/Neil Watson	Green
Service actions agreed	Apr-22	LABC/Neil Watson	Green
Implementation of actions	May 22 onward	LABC/Neil Watson	Amber
In House Printing Service			
Service 'as is' completed to properly assess current business model	Jun-22	Mike Poulter	Amber
Options developed to inform future service model	Jun-22	Mike Poulter	Amber
Options appraisal completed and capital/revenue impacts clarified	Jul-22	Mike Poulter/Sarah AW	Amber
Preferred option agreed	Jul-22	Mike Poulter/Sarah AW	Amber
Implementation of revised model	July 22 onward	Mike Poulter/Sarah AW	Amber
Pest Control			
Service delivery options developed	Jun-22	Sarah Astin-Wood	Amber
Options appraisal completed	Jun-22	Mike Poulter/Sarah AW	Amber
Implementation of revised model	Jun-22	Mike Poulter/Sarah AW	Amber
CORPORATE			
Base Budget Review			
Development of fit for purpose budget format	March - April 22	Richard Gibson	Green
Baseline review of service budgets completed	May - June 22	Richard Gibson	Amber
Budget consolidation and savings identified	Jun-22	Richard Gibson	Amber
Revised budgets in place	Jun-22	Richard Gibson	Amber
Digitisation			
Progress the identification of digital processes	May-22	Kathryn Halton	Amber
Confirm next phase of digitisation	May-22	Kathryn Halton	Amber
Develop delivery plan	May - June 22	Kathryn Halton	Amber
Agree implementation	June 22 onward	Kathryn Halton	Amber
Procurement			
Spend analysis	TBD	TBD	Amber
Approach to category management	TBD	TBD	Amber