

Quarterly Update on the Transformation Programme Management Controls and Risks

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1. Summary

- 1.1 This report provides assurance on the management controls being applied to, and the management of risks arising from the Council's on-going programme of change. The report gives assurance on the robustness of the continuing governance arrangements for all change related activity, including service transitions to new delivery vehicles, service transformation, IT enablement and mobile and flexible working.

2. Recommendations

- 2.1 Members are asked to consider and endorse with appropriate comment the contents of this report.

REPORT

3. Risk Assessment and Opportunities Appraisal

(NB this will include the following: Risk Management, Human Rights, Equalities, Community, Environmental consequences and other Consultation)

- 3.1 A robust approach to risk management has been taken throughout the life of the Transformation Programme, and continues as a high priority. The Programme Management Office ensures that detailed risk analyses are carried out for all new projects, working closely with the Council's Risk Management Team. This ensures that all Transformational projects take correct account of all risks and opportunities, as per the Council's agreed Risk Management Strategy.
- 3.2 The recommendations contained in this report are compatible with the Human Rights Act 1998.

4. Financial Implications

- 4.1 The Council agreed in May 2012 that in order to achieve its strategic outcomes and deliver the medium term financial plan, it must be able to commission outcomes differently, to trade in order to gain new sources of income and partner with others to reduce costs and increase effectiveness.
- 4.2 Following the June 2013 Local Government Spending Review, Shropshire Council's budget deficit for the next 3 financial years stands at £80m. Having already saved in excess of £80m over the last 3 financial years, in order to continue to deliver quality front line services the Council now needs to continue and enhance the Transformation Programme.

5. Management Controls

- 5.1 The Programme Management Office (PMO) is facilitating a standardised, best-practice approach to the management of change within the organisation. This will ensure that Senior Officers and the Portfolio Holder receive consistent information which is relevant and robust, allowing for informed decisions to be taken on all change projects.
- 5.2 The enhanced governance arrangements are based on clear, consistent governance structures and reporting, ensuring that the right people make the right decisions based on the right information. This approach is based on national 'Best Management Practice' principles, and is applied in both the public and private sector.

Service Transformation and Transfers to New Delivery Models:

- 5.3 To facilitate the transition of services out of the Council, the PMO has engineered an enabling transition process. The Service Transfer Enablement Process (STEP) has been approved by the Council's Directors (including the s151 Officer) as appropriately detailed and rigorous, and has been successfully applied to the transition of the Media and PR Team to ip&e. The STEP Process Map is attached as Appendix A.
- 5.4 The process involves detailed financial analysis, and embeds the Council's agreed Risk Management approach. The process will be used for all future business transfers and will ensure that a consistent approach is taken whatever the business area, and that Internal Audit is briefed at all stages of the process.

Mobile and Flexible Working:

- 5.5 The PMO is facilitating a centralised approach to ICT enablement, mobile and flexible working and asset planning programme, based on national 'Best Management Practice' principles. A governance structure ensuring clear lines of reporting and management by exception of all related projects is being implemented, and will underpin the work of the Evolve Executive board that is set up to review assets, ICT and customer service arrangements.

6. Reporting Arrangements:

6.1 The PMO reports on all significant change projects to the Corporate Director for Resources and Support by exception, on all transformation projects on a weekly or monthly basis (depending on the project) using a standard RAG (Red, Amber, Green) report template. Reporting is based on the principle of 'management by exception', ensuring that Directors are fully informed of the progress of all projects, and have the right information to take action when this is required.

7. Additional Information

7.1 The Zero-Based-Budget business planning process is due to deliver a Council-wide Business Plan for service re-invention and savings by the end of October 2013. The PMO is involved in the facilitation and shaping of this process, and will maintain oversight on all change projects arising from this process and will ensure that consistent governance and reporting arrangements are applied to all such projects.

List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)
Cabinet Member (Portfolio Holder)
Local Member
Appendices Appendix A – STEP Process Map