

ISLE OF ANGLESEY COUNTY COUNCIL

REPORT TO :	(i) Corporate Scrutiny Committee (ii) Partnership & Regeneration Scrutiny Committee
DATE:	(i) Tuesday, 1st July, 2014, 2pm (ii) Thursday 24 July 2014, 2pm
SUBJECT :	Corporate Transformation Programme Board – Progress Update
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1. Purpose of the Report

The purpose of this report is to provide the Scrutiny Committees with a progress update on the Corporate Transformation Programme Boards in relation to:

- Background
- Governance & Portfolios
- Role of Scrutiny
- Establishing Programme & Project Management
- Communication & Engagement
- Progress and Achievements
- Next Steps

2. Background

The Anglesey Transformation Plan identifies three Corporate Transformation Programme Boards (CTPBs) to oversee and drive *change programmes and projects* within the Council and with external collaboration partners:

- 2.1 **Island of Enterprise Programme Board** - To focus on how the council develops its regeneration plans with its partners and the community. Re-energising communities, addressing skills, housing and the infrastructure and environment of the Island.
- 2.2 **Service Excellence Programme Board** - Ensuring the implementation of a sound performance management system for all services; overseeing the improved performance of services in difficulty, the implementation of efficiency plans and the transformation / modernisation of front line services.
- 2.3 **Business Transformation Programme Board** - Transforming the way in which the organisation operates internally and its culture. In particular ensuring the organisation has the necessary business mechanisms, expertise, workforce, behaviours, technology, plans and governance in place.
- 2.4 The three Boards provide oversight, direction and make recommendations to the Executive Group on funding change programmes and projects. This gives confidence that anticipated benefits to the Council and communities on Anglesey are being realised and ensure that activities are delivered in accordance with Anglesey's corporate objectives and transformation culture themes.
- 2.5 The Corporate Transformation Programme Boards have been running for just over 1 year.

3. Governance & Portfolios

- 3.1 Membership of the CTPBs is established, chaired by a *Corporate Director* and attended by either the *Chief Executive* or *Deputy Chief Executive*, and includes representation from; *Executive* and *Scrutiny Members*, *Heads of Service*, *staff* (6 key themes), and the *Corporate Programme Management Office(CPMO)*
- 3.2 The Governance Model (*see Appendix 1*) for the CTPBs has been adopted
- 3.3 Terms of Reference have been developed and agreed to by each of the three Boards
- 3.4 '*Process for Starting and Reporting Programmes/Projects*' has been adopted – in order to ensure we are able to deliver on our high priorities (corporate objectives),
- 3.5 The criteria for prioritising the Programmes and Projects within each Board's portfolio has been agreed and applied, which takes account of the drivers for: *Self-assessment; Improvement Plan; Asset Management; Regulatory Activity; Risk; Corporate Plan; Efficiencies*
- 3.6 A '*Map of Priority Programmes and Projects*' is in place to communicate the programme and projects within each portfolio (*see Appendix 2*).
- 3.7 The approach has been shared with and endorsed by the WAO.

4. Role of Scrutiny

- 4.1 There is representation from both Scrutiny Committees on all three CTPBs, providing opportunities for the identification of areas where the role of Scrutiny can add value either within the Boards, or through the Scrutiny process.
- 4.2 In addition to receiving the general communication from the meetings, the minutes from each of the CTPBs meetings are shared with the Scrutiny Manager, and are then communicated to the two Committees.
- 4.3 Discussions have taken place to ensure the Scrutiny Manager is aware of when products are likely to be available across the portfolios, which informs the forward work programme of each committee.
- 4.4 Scrutiny Members were directly invited to attend the PRINCE2 Board member training in November 2013.

5. Establishing Programme & Project Management (inc. Training)

- 5.1 The Authority has decided upon PRINCE2 as the environment for projects to be delivered. To support this approach a number of steps have been successfully taken:
 - A full suite of IoACC Programme and Project documentation and reports have been developed and adopted

- An interactive Terminology Glossary has been developed, and is available on MonITor
- PRINCE2 Training has been delivered across the organisation, including training for those sitting on the Programme and Project Boards
- Service Programme/Project specific) governance has been established (where appropriate) for the key programmes and projects, with representation from Scrutiny and Executive Members. A register of these Boards and membership has been developed and shared with the SLT
- As part of the Programme & Project Management documentation, support is given in developing Risk Registers, which feed into each CTPB's portfolio Risk Register
- A process is in place to try and ensure that the Projects and Tasks are identified as activities in the relevant services' *'Service Delivery Plans'* (business planning)
- A full Projects & Tasks Register is nearing completion which details, amongst other data, where there are interfaces and interdependencies to services and other projects/tasks, which projects/tasks are working to meet our key drivers for the organisation, and where they are collaboration projects.

6. Communication & Engagement

- 6.1 *Y Penaethiaid* & SLT are regularly provided with updates on specific projects. The minutes of the CTPBs are e-mailed out to these groups following each set of meetings, with the CTPB Chairs providing an update on the key messages from the meetings.
- 6.2 It is the responsibility of the Scrutiny representatives on the CTPBs to feed back to their respective committees. In addition, the minutes of the CTPB meetings are shared with the *Scrutiny Manager*, and are then communicated to the two Committees (see section 4).
- 6.3 The *Corporate Programme Manager* meets regularly with the Programme/Project/Task Managers across the authority to support them in understanding and adopting the new culture and processes.
- 6.4 Web pages are live on MonITor providing; information on the Transformation Plan and Boards, guidance on the corporate approach and processes for programme and project management , and an interactive Terminology Glossary (<http://monitor.anglesey.gov.uk/transformation>)
- 6.5 A presentation has been delivered to the Partnership Session and Audit Committee

7. Progress and Achievements

- 7.1 Over the past year the Authority has been in a learning stage, but throughout this period many achievements have been seen across an ambitious programme of transformation that has been overseen and driven by the Corporate Transformation Programme Boards. The approach adopted has facilitated the learning and management of the projects and programmes across the transformational plan. It has been necessary to review priorities and timescales within specific programmes

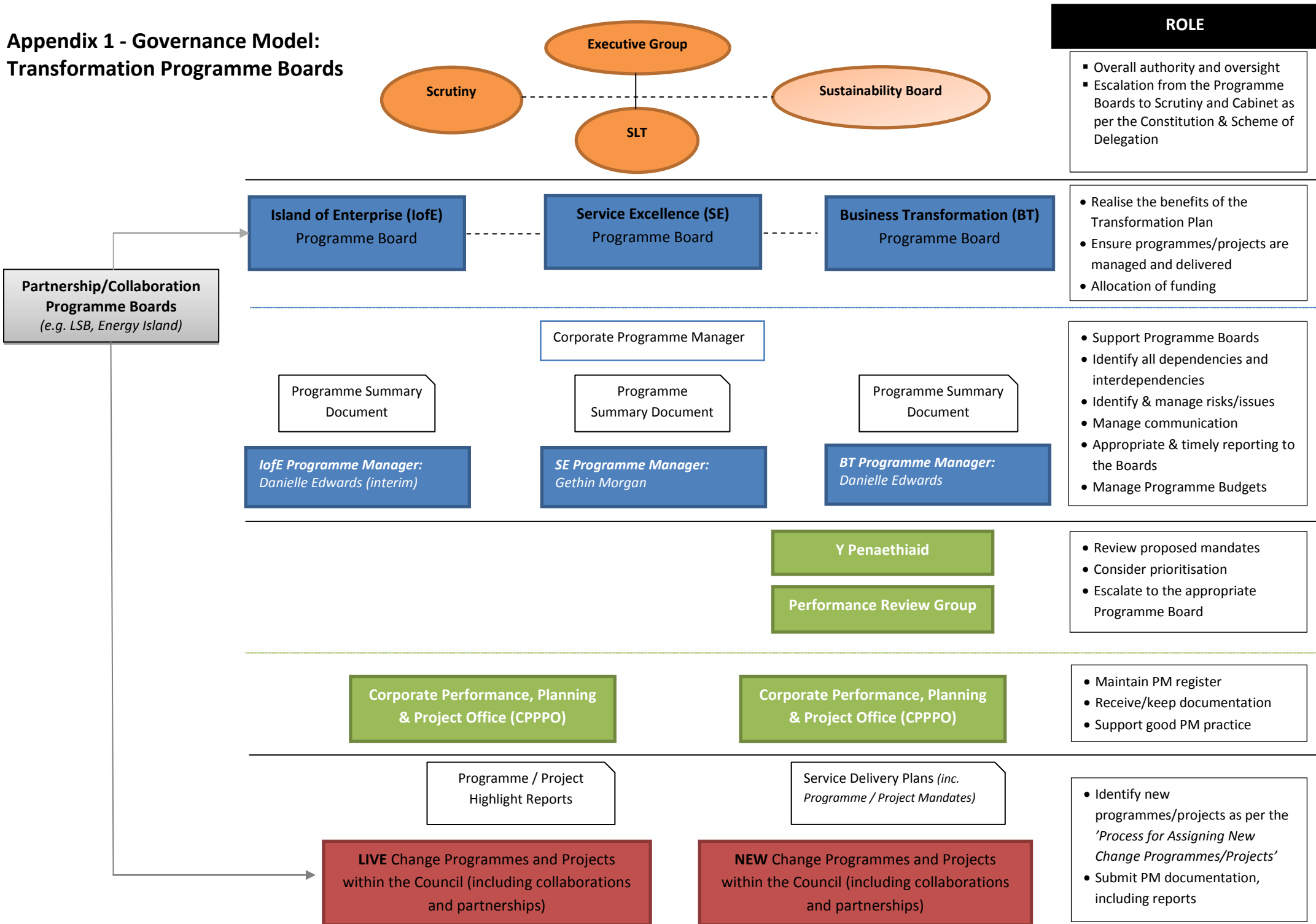
as the cumulative requirements for time and resources have been identified. It is evident that individual programmes./ projects were not initially in a position to consider the implications across programmes when setting timescales. This has resulted in further review and modification within the programme with amendments appropriately challenged and endorsed.

- 7.2 If we are to continue to make significant and effective progress then determined leadership is required as we enter into a period where difficult decisions will need to be taken concerning how we work, and the nature of the Services we deliver to the citizens of Anglesey. The work of the projects within the *Transformation Programme* will ensure these decisions are well timed and informed, with a clear understanding of the capacity required to ensure the Authority is successful in its transformation journey.

8. Next Steps

- 8.1 A year on from their establishment, a full root and branch review of the effectiveness of the Corporate Transformation Programme Boards and the underpinning processes is taking place
- 8.2 A '*IoACC Programme & Project Management Framework*' is being developed that will also signpost to support for writing business cases and financial management
- 8.3 The medium term aim is to create an internal knowledge hub and community of practice, whereby all staff working in the field of Programme and Project Management can come together to share good practice and resolve common issues.

Appendix 1 - Governance Model: Transformation Programme Boards



ROLE

- Overall authority and oversight
- Escalation from the Programme Boards to Scrutiny and Cabinet as per the Constitution & Scheme of Delegation

- Realise the benefits of the Transformation Plan
- Ensure programmes/projects are managed and delivered
- Allocation of funding

- Support Programme Boards
- Identify all dependencies and interdependencies
- Identify & manage risks/issues
- Manage communication
- Appropriate & timely reporting to the Boards
- Manage Programme Budgets

- Review proposed mandates
- Consider prioritisation
- Escalate to the appropriate Programme Board

- Maintain PM register
- Receive/keep documentation
- Support good PM practice

- Identify new programmes/projects as per the 'Process for Assigning New Change Programmes/Projects'
- Submit PM documentation, including reports

Drivers					
Self Assessment	Improvement Plan	Asset Management	Regulatory Activity	Risk	Corporate Plan
Information Governance	Recovery of Education Service (ESTYN PIAP)	Schools Modernisation	Estyn PIAP	HOS Restructure (YM9)	Transform Older Adult Social Care
HoS Restructure	Transformation of Leisure Service	Leisure	IA - Business Continuity	Job Evaluation (YM32, YM34)	Increase Housing Options & Reduce Poverty
Programme Management	Transformation of Older People	Older Adult Social Care	IA - Risk Management	Asset Management (YM22)	Regenerate our Communities and develop the Economy
Medium Term Leisure Strategy	Continuation of Children Services Improvements	Office Accommodation	IA - Policy Compliance System	IT Strategy (YM7)	Improve Education, Skills and Modernise ou schools
IT Strategy		Libraries		Information Governance (YM31)	Transform our ICT
Develop Two Area Based Regeneration Frameworks (Three Towns Projects)			IA - Information Management	Welfare Reform (YM15)	Become Customer, Citizen & Community focussed
Community Engagement				Estyn PIAP (YM23, YM24, YM25)	Transform our Leisure & Older Adult Social Care (YM5)
Customer Services Excellence			IA - Civica System Implementation		Library provision
Job Evaluation				Continuation of Children Services Improvements (YM16)	
People Strategy				Affordable Housing (YM38)	
Older Adults Modernisation Programme				Leisure Services Programme (YM37)	
ESTYN PIAP				Waste Management	
Corporate Plan					

Transformation Programme Boards - HIGH Priority Change Programmes/Projects		
Island of Enterprise	Service Excellence	Business Transformation
Energy Island Programme - Workstreams: > (01) Education, Skills > (02) Supply Chain > (03) Behaviour Change > (04) Strategic Infrastructure > (05) Community Health, Safety & Wellbeing > (06) Major Energy Delivery Team > (07) Research & Development Regeneration Programme: > Welfare Reform Project (p) > Housing Strategy (t) > Local Development Plan (t) > Affordable Housing (LAMS)Project (p) Destination Management Planning (p) Current EU Funding Programme: > NW Local Investment Fund (Cp) >Anglesey Strategic Sites and Premises (Cp) > Ymweld a Mon (Cp) > Anglesey Three Towns (Cp) > Anglesey Coastal Environment Projects (Cp) > Llwyddo'n Lleol (Cp) > Developing Collaboration Improvement Framework (Cp) > Age Friendly Communities (Cp) > SET Technical Assistance Project (Cp) > New Work Connections (Cp) > Mentre Mon led Projects (x8) (Cp) Single Integrated Plan (partnerships) (t) Vibrant & Viable Places Grant (Pr)	Estyn PIAP Programme: > Standards (p) > Schools Modernisation Programme (Pr) Efficiency Strategy (t) Modernising Older Adult Social Care Programme: > Reablement (p) > Enhancing Accommodation (p) > Schedule of Rates (t) > Procurement / Brokerage (t) Waste Management Programme: > Development of a Waste Management Strategy (t) > Recycling (p) BMU (DLO) Project (p) Leisure Services Programme: > Develop a Leisure Service Strategy (t) > Outsourcing Outdoor Parks & Leisure Facilities (p) Library Services (p) Cultural Services Strategy (t)	HR Programme: > Develop the People Strategy (t) > Job Evaluation & Single Status (p) > Improve HR Systems and Assessable Workforce Data (Northgate) (p) Develop IT Strategy (t) Skill the Authority to Meet the Challenges Programme: > Develop Programme & Project Man. Framework (t) > Strategy for Lean Systems Techniques (t) Smarter Working on Anglesey (p) Customer Services Excellence Project (p) HOS Review Role & Function (t) Information Governance Project (p) Procurement Improvement Programme (Pr) Business Continuity Plan (t)

Transformation Programme Boards - MED/LOW Priority Change Programmes/Projects		
Island of Enterprise	Service Excellence	Business Transformation
	POTENSIAL (EU Funding) (Cp) Highway Roads Financial Review (t)	New Housing System - ORCHARD (Phase 2) (p) Building Control Service (Cp) NW Legal Collaboration (Cp) Community Infrastructure Levy Emergency Planning (Cp) NW Public Protection NW Trading Standards Internal Communication Framework (t)

Transformation Programme Boards - ON HOLD(*)/NOT STARTED Change Programmes/Projects		
Island of Enterprise	Service Excellence	Business Transformation
Taith I Waith (p) Resilience (p) Developing New Skills in the Community (p) Re-address the Signage of all Blue flag Beaches (p) New EU Projects (p) Landscape Partnership Programme & Anglesey Fens (Pr) HRA Loan Transfer (p)	Review the provision of support services for children with disabilities with a view to remodel the service to work in collaboration with Gwynedd C.C. and partners (Cp) Implementation of restructuring of the service to improve service delivery to explore new, more mobile and a leaner ways of working (p) Learning Disability (p) Customer Care Programme (Pr) Mon Audit of Social Care Transport (p) SPOA (Single Point of Access - Adult Referrals) (Cp) OASC Programme - Dementia Project (p) Youth Services (p) Children Services Improvement to Transformation (p)	Meet the requirements of the Sustainability Act Carbon Reduction Project (p) Commissioning Assessment (p) Ethos Môn – Develop Change Management Capacity & the Development of a Collaboration Statement (t) Green Dragon Award (p) E-Planning (p) SS Relocation Of Staff * (p) RAISE ICT System Replacement (p) ICT (Care Area) sub-regional collaboration (Cp) Civica Improvement Board (t)

Transformation Programme Boards - CLOSED Change Programmes/Projects		
Island of Enterprise	Service Excellence	Business Transformation
Democratic Renewal Programme (p)	Performance Management Framework (p) Restructuring Public Protection Service (p)	Communication Strategy (t) Embedding Risk Management (t) Ethos Môn – Develop Change Management Capacity and the Anglesey Manager (Phase1) (p) New Housing System - ORCHARD (Phase 1) (p) CCTV Collaboration (Due to be disbanded) Flexible Working Arrangements (Flexi) (p) Staff Travel Terms & Conditions (p) Modernising Finance (p) Staff Awards (t) Develop the Corporate Plan (t)

Key:

Pr - Programme

p - Project

t - Task

Cp - Collaboration Project

* - On Hold