



Meeting	Performance & Resources Board	Agenda Item	7
Meeting Date	28 February 2020	Report Number	
Report Author:	Director of Innovation, Risk & Future Development		
Presented By	Director of Innovation, Risk & Future Development		
Subject	Change Board Update		
Type of Report:	Information		

RECOMMENDATIONS

Following discussion at the Service Leadership Team (SLT) meeting on 12 November 2019, the Director of Innovation, Risk and Future Development produced a paper with greater detail on the prioritised and resourced projects and workstreams. Also, to specify the thinking around the structure of the new Programme Management Office (PMO) and how this will support the Senior Responsible Owners moving forward. SLT agreed new objectives, new membership of the Change Board and the next steps for the Change Team.

Members of the Performance and Resources Board are asked to note the contents of this paper and the following appendices attached,

- Updated versions of the Programme alignment (shown in Appendix 1) and team structure slides (shown in Appendix 2).
- Attached is the current sequencing plan as shown in Appendix 3.
- Updated Strategic Change Board Terms of Reference (ToR), Appendix 4, currently under further review.

BACKGROUND

With the change in the directorship and the Assistant Director 2020 leaving the organisation August 2019, there was an opportunity to review the Change Team structure and processes.

The following items were discussed and agreed with SLT; -

- Culture and People: it was agreed to have all the elements needed to be included within the change portfolios. SLT will then receive structured feedback from the Change Board.
- Fleet: currently under Collaboration work which would require the addition of a Project Manager outside of this process. Collaboration needs to be a key focus to all change (reflected in the ToR). This may require other resources to be considered as part of this PMO work longer term, but in the interim the Collaboration team are represented at the Change and Innovation team meetings.
- Integrated Risk Management Plan outcomes will need to be factored into, and aligned, with other existing projects.
- Placement of certain projects within workstreams for SLT member ownership was problematic, such as Competency Management, so any named sponsor needs to ensure that there is a channel for input and feedback to others as appropriate.
- Programme managers will support the new Change Board going forward, with the addition of subject matter experts as required.
- SLT agreed the new Change Board membership with the addition of the Assistant Director – Business Planning and Performance, so as to ensure that work can be aligned with the Service's Annual Plan and feed into the Continuous Improvement Board.

The first meeting of the new Change Board took place 8 January 2020 but it should be noted that this new Board is in its infancy and will evolve further.

The manner and content of the portfolios is changing all the time. Current resources and structure look to be capable of delivering all of identified projects but any additional will be a challenge to current capacity, there may be future requests for increasing capacity either at Programme level or department level.

The Director of Innovation, Risk & Future development is challenging the level of detail of sequencing and although there is a lot of active work the priorities are clear in that ICT and the CRM replacement are highest priority. Team ownership is growing and being fostered.

Concerns remain about capacity and the need to retain operational oversight/ input. With the Programme Management Office now established, over the next month the team will start to have a more established governance and reporting arrangements round the current work in progress. Time needs to be given to the team to get them to work together and in a consistent fashion. A team away day took place on the 10th February 2020, in order to kick start the team working together.

It must be further noted that succession planning and future system ownership will be picked up within individual projects as this has been a learning point from previous project Lessons Learned exercises, the next steps is to build this in to the governance.

OPTIONS AND ANALYSIS

The structure is what we need to deliver the current level of change. It is envisaged that the new structure will enable us to significantly reduce the current spend the Service has currently within the change remit, with many staff cost attached to project budgets, large number of individuals on Fixed Term Contracts and other contract resources.

Over the last three months the associated job descriptions, person specifications and Hay job evaluation questionnaires have been completed with a Hay review in December 2019.

Further consideration needs to be given as to the location of staff that are part of the change team. Location of staff throughout Kelvedon is not helpful in establishing consistency or the team ethic required to ensure the team is meeting the needs of the organisation.

BENEFITS AND RISK IMPLICATIONS

These are identified for each Project and Programmes, but it is also recognised that some identified items are key controls to the Service Strategic Risks.

FINANCIAL IMPLICATIONS

Are within the report, or are identified within each project and Programme. Any changes to the structure and staff which significantly impact on current budget will be brought to SLT for approval if appropriate.

EQUALITY AND DIVERSITY IMPLICATIONS

Impacts assessments will be completed as required within the Projects and Programmes.

WORKFORCE ENGAGEMENT

Full engagement with the workforce, affects representative bodies and consultation meetings were undertaken with individuals as necessary.

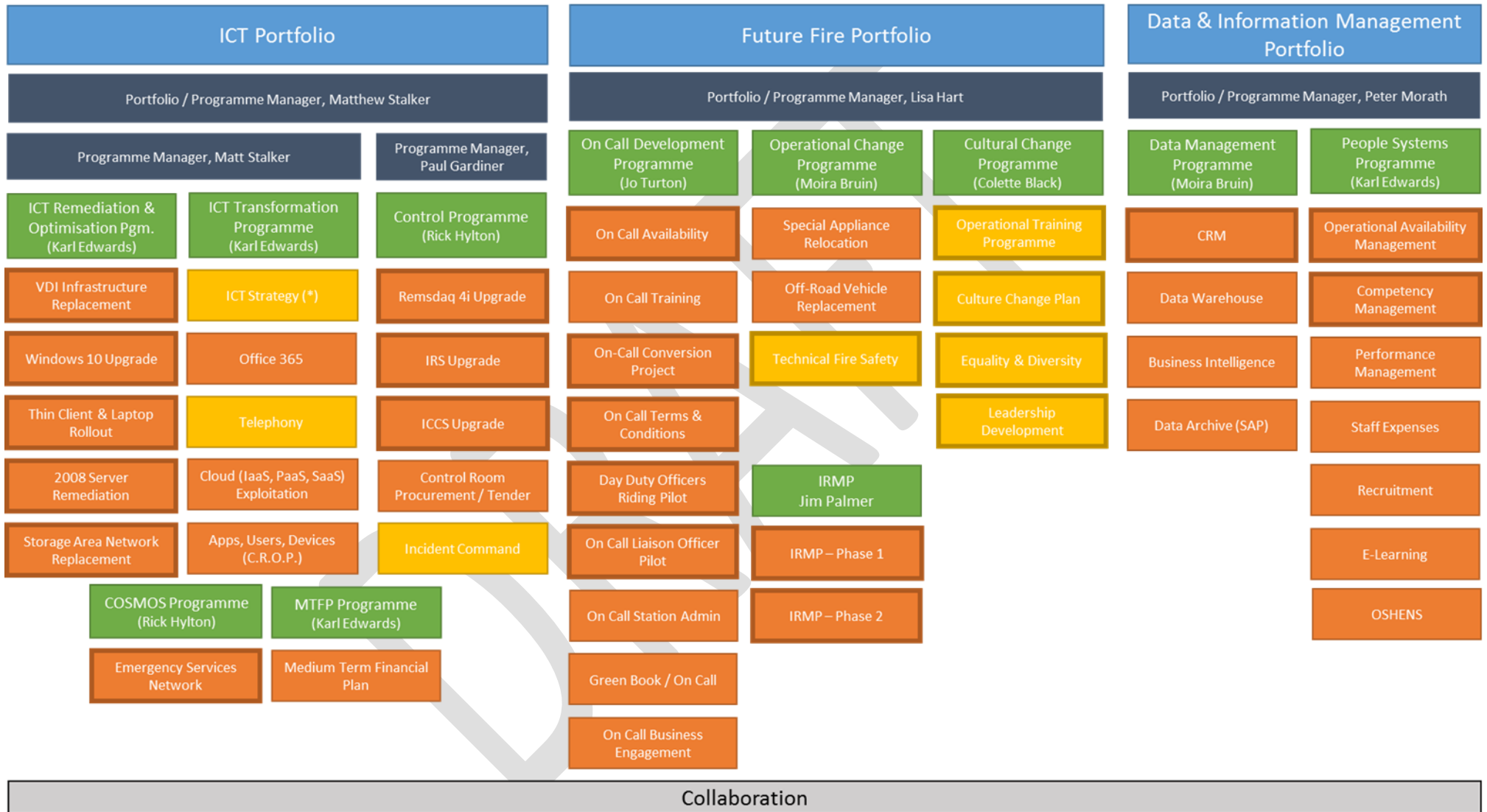
LEGAL IMPLICATIONS

None specific to this report.

HEALTH AND SAFETY IMPLICATIONS

None specific to this report.

Appendix 1



Appendix 2

Director of Innovation, Risk & Future Development

