

AUDIT	Transformation Programme	PREPARED BY	SP	DATE	
REPORT DATED	November 2016	REVIEWED BY		PAGE	Page 1 of 6
NO	RECOMMENDATIONS	RESPONSIBLE OFFICER/DATE TO BE ACTIONED BY	MANAGEMENT RESPONSE AT TIME OF AUDIT	Status (1,2,3,4,5)	COMMENTS/ACTIONS BY DEPARTMENT
1	<b>Risk: Change Leadership</b>				
1.1	<p>The Council's senior leadership cohort needs to agree on a clear direction for change and unite behind this direction to ensure the organisation works effectively and collaboratively towards shared goals.</p> <p>This will require an approach that balances conflicting needs, for example delivering savings in line with required timescales, balancing delivery of both financial and non-financial benefits and ensuring an appropriate approach to engagement is taken in relation to issues being addressed.</p> <p>It is possible that, with budget pressures and constrained timescales to deliver change, the Council will not balance all elements of change equally. Therefore a solution that best fits the Council's environment should be determined and supported once agreed.</p> <p>At the same time, opportunities to enhance parity of direction, planning and decision making between the Leader's Advisory Group, Cabinet and Council senior management teams should also be explored.</p> <p><b>Priority: Medium</b></p>	<p>Chief Executive in conjunction with Corporate Management Team</p> <p>December 2016</p>	<p>Agreed. This report will be tabled at CMT for discussion and agreement will be reached on the Council's future approach to transformation.</p> <p>Work will also be carried out to produce the organisational blueprint, and roadmap to 2020 which will be required to inform key decisions that will need to be made and any review of what is currently in programmes. The new Head of Transformation is due to start in October 2016 and this will be one of his key tasks.</p> <p>We will work with members to firm up member governance, including lead member arrangements and championing of change.</p>		<p>EY have just delivered their report to CMT who will now consider its contents and implications and work with Cabinet to implement.</p> <p>This piece of work will guide a refresh of the Transformation Programme without losing the valuable progress that has been made so far in terms of governance structures and processes.</p> <p>The new Head of Transformation has now been in place for 6 months. During this time the organisation has delivered the groundwork on which this refreshed programme can be built.</p>

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1	<b>Risk: Change Leadership</b>				
1.2	<p>The Council should design and deliver a leadership development programme to help support achievement of wider organisational change.</p> <p>As part of this programme, it should define the leadership behaviours, qualities and capabilities that are required to deliver the various elements of the Council Plan and carry out analysis to determine where further recruitment or staff development is necessary.</p> <p>The Council should ensure that collaborative, distributed leadership principles are included in the design of the leadership programme, to help promote innovation, collaboration/systems-thinking and to increase organisational capability and capacity.</p> <p>This should extend to collaboration with external organisations, to ensure that relevant learning from peers and other relevant organisations can be brought into the Council and benefit planning and delivery.</p> <p><b>Priority: High</b></p>	<p>Chief Executive in conjunction with Corporate Management Team</p> <p>December 2016</p>	<p>Interim Resources Director: Agreed. The need for a Cultural and Leadership work stream has been established and is currently being developed.</p> <p>Change must be owned and driven internally and the Council's extended leadership team will be engaged to deliver this.</p> <p>Head of Performance, People and Engagement: Agreed. This is planned for the new year and there is a particular strand of the new Transformation programme devoted to it. We are well advanced with the research and planning of the programme and do intend to work with external partners including an education provider.</p>		<p>Future Leaders programme, delivered in conjunction with, and accredited by, the University of West of England will be starting in September with an application window opening in late May.</p> <p>The programme will last for nine months and there will be 16 places for council employees.</p> <p>In future years we will be inviting leaders from across the private and public sector to take part to develop leadership capability and support participants to work across different systems to improve their understanding and capability.</p> <p>Furthermore, an internally-delivered Aspiring Leaders programme for 32 members of staff will begin in September with a focus on leadership and transformation.</p>

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2	<b>Risk: Vision and Organisational Blueprint</b>				
2.1	<p>Work to produce the organisational blueprint should be prioritised to ensure the foundations to inform the new phase of change programme definition and design are in place.</p> <p><b>Priority: High</b></p>	<p>Chief Executive in conjunction with Corporate Management Team</p> <p>November 2016</p>	<p>Agreed. A tender process is underway to appoint an appropriate partner to produce the organisational blueprint at pace.</p>		<p>As mentioned previously, EY have just delivered their report to CMT who will now consider its contents and implications and work with Cabinet to implement.</p> <p>This will result in changes to the transformation programme as a result.</p>

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3	<b>Risk: Governance of Change</b>				
3.1	<p>As part of re-invigorating and rebuilding momentum behind change, the Council should revisit governance arrangements for programmes to ensure that they are fit for purpose.</p> <p>As a continuation of the work on Place carried out earlier this year, the Council will need to review progress against existing change programmes and determine next steps to define, design and deliver the next phase of change programme delivery.</p> <p>To support this, the Council should seek to re-establish agile, proportionate governance arrangements for programmes based on the level of risk, including:</p> <ul style="list-style-type: none"> <li>• Re-introduction of an effective sponsoring body to direct, monitor and control change programmes, throughout programme lifecycles.</li> <li>• An effective process of benefits realisation management that ensures both financial and non-financial benefits are reported and reviewed.</li> <li>• Finalising, publishing and cascading a change methodology, to ensure a consistent, minimum standard of governance and process across programmes.</li> </ul> <p><b>Priority: High</b></p>	<p>Chief Executive in conjunction with Corporate Management Team</p> <p>December 2016</p>	<p>Agreed – a new sponsoring board will be established that will have appropriate membership, sitting between individual programmes and Corporate Management Team.</p> <p>Other governance arrangements will be refreshed, including ensuring there is an effective PMO to manage interdependences between programmes, appropriate risk and reporting arrangements, a defined change model and appropriate communications to stakeholders. T</p> <p>The need for appropriate benefits management processes is recognised and this will be a task for the new Head of Transformation, along with development and implementation of an appropriate change methodology.</p>		<p>A governance structure for the Transformation programme has been developed and is now embedded within the organisation. This is made up of a series of programme and projects boards which feed into CMT via a Transformation Board. The Transformation Programme is responsible for using corporate intelligence to ensure early identification of issues, risks and challenges and putting in place mitigation measures. The resources of the council's Transformation Team have been realigned to support the programme in its new form and each of the prioritised projects has named accountable officers responsible for its successful delivery and reporting.</p> <p>A draft Benefits Realisation Framework has been developed and is been considered by the Transformation Board at its next meeting in April 2017.</p> <p>As part of the Transformation Programme, a methodology has been created for ensuring consistent project and programme management. It will also support dashboard reporting that will be used to provide corporate oversight of all areas at project, programme and corporate level. This includes a more robust business case development process and sign off.</p>

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3	<b>Risk: Governance of Change - Culture, Values and Behaviours</b>				
3.2	<p>Alongside the leadership development programme in the Council, a cultural development programme should be introduced, to ensure the Council's culture is aligned to and supports delivery of the Vision and Plan.</p> <p>The programme would need to be wide ranging, but areas of initial significant focus would include:</p> <ul style="list-style-type: none"> <li>• Moving from silo based planning and delivery and introducing a more "system-thinking" based approaches</li> <li>• Addressing issues with staff compliance with organisational requirements</li> <li>• Developing leadership and management cultures that work in a proactive and collaborative way.</li> </ul> <p>To support cultural change, appraisals must be regularly carried out for all staff, in a meaningful way and focus on values and behaviours as much as more tangible work-based goals.</p> <p>The Council should ensure there is sufficient follow-up on appraisals and objectives set as part of business as usual management activities, for example through regular discussions at staff 1:1s.</p> <p><b>Priority: High</b></p>	<p>Chief Executive in conjunction with Head of Performance, People and Engagement</p> <p>December 2016</p>	<p>Head of Performance, People and Engagement: Agreed. This is all in hand. There is a plan for leadership development and service champions will be appointed to support the delivery of it and culture change required.</p> <p>There is a roll out plan for mid -year performance appraisals and a further refresh is planned for 2017-2018.</p>		<p>This work is under review. The Head of Transformation and the Head of Performance, People and Engagement along with the Head of People Development are considering what further activity is required to drive a more positive organisational culture.</p> <p>Work is ongoing to improve manager's capability to both deliver productive performance appraisals and to manage absence effectively. We have appointed two absence officers to support managers in managing their absence effectively and their work starts from 1 April 2017.</p> <p>External evaluation of Swindon Manager which outlines management competencies required of our management cohort will be taking place shortly and we will then consider whether further support is required in this area.</p>

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<b>4</b>	<b>Risk: Capacity and Resources</b>				
4.1	<p>The Council should produce a resourcing plan for the next 12 months for change, identifying internal and external resources required to deliver programmes and projects and securing resources accordingly. This should include enabling functions, for example ICT support.</p> <p>Different types of change are likely to require different types of support at different times (e.g. specialists vs. more generic change/programme/ project support). Agile resource management principles will need to be used to allocate available resources over a number of programmes projects occurring at the same time.</p> <p>This will require central oversight, so that activities can be prioritised and resources allocated appropriately, especially if competing requests for resources are made. This should form part of the role of the sponsoring group recommended in <b>AP2.1</b></p> <p>The current Head of Transformation and Corporate Transformation Manager vacancies should be recruited to as part of this activity.</p> <p>Due to the pace of delivery required, the Council may want to consider engaging external resources, such as a strategic transformation partner, to provide the necessary capacity to deliver change at speed.</p> <p><b>Priority: High</b></p>	<p>Chief Executive in conjunction with Corporate Management Team</p> <p>December 2016</p>	<p>Agreed. The new Head of Transformation is due to start in the first week of October.</p> <p>It is intended to create a pool of staff that can be accessed for secondment opportunities, to ensure existing skillsets can be deployed to programmes more skilfully.</p> <p>Change needs to be internally owned and driven, but due to the pace of delivery required using a strategic partner to provide capacity will be considered.</p>		<p>A key part of the new business case process includes mandatory consideration of the resources required to deliver any project. This includes allocation of current internal resources alongside any external resources required, so that this can inform decision making from the outset.</p> <p>The council has engaged with a number of partners to initiate its Transformation journey. This have included:</p> <p>EY – Vision &amp; organisational blueprint  Newton – Demand Management in Adults  Curium – Operational Efficiency Pilot in Customer services  Retearn – Strategic Procurement Review</p> <p>Given the pace of change required, this support has been valuable in providing a starting point for the council and identifying key opportunity areas for organisational progress and financial savings. The Transformation Team has been tasked with working alongside these partners to ensure that we take as much learning from these engagements as possible.</p> <p>Due to the recruitment freeze and MARS processes, the Corporate Transformation Manager post remains vacant and the duties are being shared between the Head of Transformation and his Senior Managers.</p>

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