

# Co-Operative Scrutiny Board CCO & POD Merge



Merge of Co-operative Centre of Operations (CCO) Programme with  
People and Organisational Development Programme  
Co-operative Scrutiny Panel, 23 September 2015  
Programme Manager: Matthew Fairclough-Kay

# People and Organisation Development Programme - Current Approach



- The programme approach is presented here to show its slimmer structure, the focus on benefit, and the connection to the original aims. Likewise, it shows that elements common across projects will be captured and exploited.
- Projects are already working closely together to ensure that the transformation process is carried out in parallel across the programme to produce a common target operating model design and delivery.
- This approach will ensure maximum synergies are found and that efficiencies are driven out in the future state.

# Back to the Principles



*It is important to note that the merge of CCO into P&OD has not altered the aims of the CCO Programme:*

- **Corporate Function Transformation:** To establish a Strategic Centre that uses the co-operative principals to direct the organisation, deciding what to deliver and how to do it and ensures value is delivered. Organisational decision making and activity will be intelligence led and co-ordinated. The Strategic Centre will provide the framework for how we engage our communities (consumers and citizens).
- **Delivery Management Transformation:** To establish the capability to commission services more strategically and manage service delivery through partners, and supporting co-operative partnerships (e.g. social enterprises, co-operatives, mutual, joint ventures and local authority trading companies).
- **Support Service Transformation:** To establish new delivery models for Corporate and Support Services that deliver against the organisational requirements using the most appropriate vehicles (based on robust business cases).

# However...

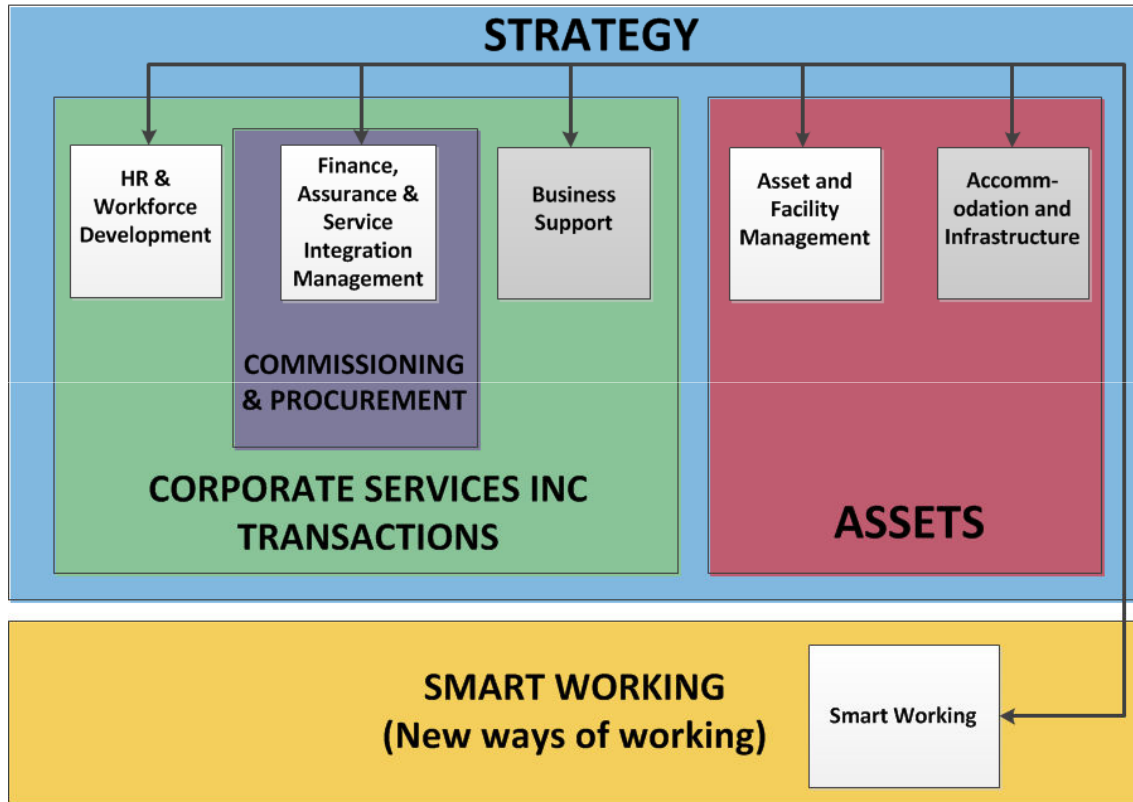


***By focusing on financial benefits, realisation of the overall vision will be delayed. This is seen as acceptable in the face of a clear need to focus on cash savings, which will give space to answer the bigger questions***

The way in which the aims will be delivered is by:

- Establishing improved services to support and facilitate a broad range of activities, but notably:
  - decision making ('Advise and Enable' services) – **Now moved to Assistant Chief Executive Office where work will continue with resource from T&C**
  - the planning, design and implementation of change ('Evolve' services) – **Now moved to Portfolio Office where work is nearing completion**
  - to assure the Council that services being delivered by or for it meet the legal, performance and quality targets that the Council has set ('Assure' services) – **On hold to focus on stopping/selling fraud related services**
  - the procurement, commissioning and management of externally provided delivery services ( 'Service Integration and Management' (SIM) services) – **Ongoing in programme and on target for savings allocation**
  
- Applying these improved services to the existing corporate service areas (eg HR, Finance, Business Support) in service reviews to understand how the corporate services are delivered now and to identify opportunities for delivering increased value for money. – **Ongoing and now a clear focus area. Business Support review on hold, although savings still to be made in year within directorates**

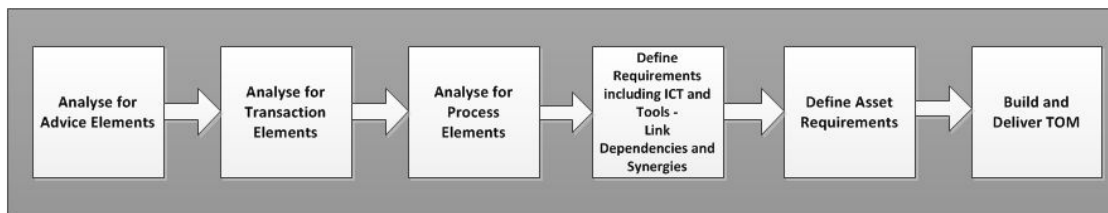
# The People and Organisation Development Programme Now



The new P&OD programme is aligned to the CCO Blueprint to enable its outcomes and those of the original P&OD programme:

- Transformation of corporate and support services to be more efficient and effective.
- Improved internal tools and processes to ensure the services we buy or contract are consistently managed.
- Decision makers have easier access to the right expertise, advice and support.
- An organisation fit for the future.
- Assurance functions within the organisation to work better together and provide accurate information, clear ownership and accountability.
- Maximised assets that meet the need of the Council.
- A workforce that has the right skills and people in place for today and tomorrow.

SERVICE REVIEW IN ACCORDANCE WITH OVERALL TRANSFORMATION STRATEGY

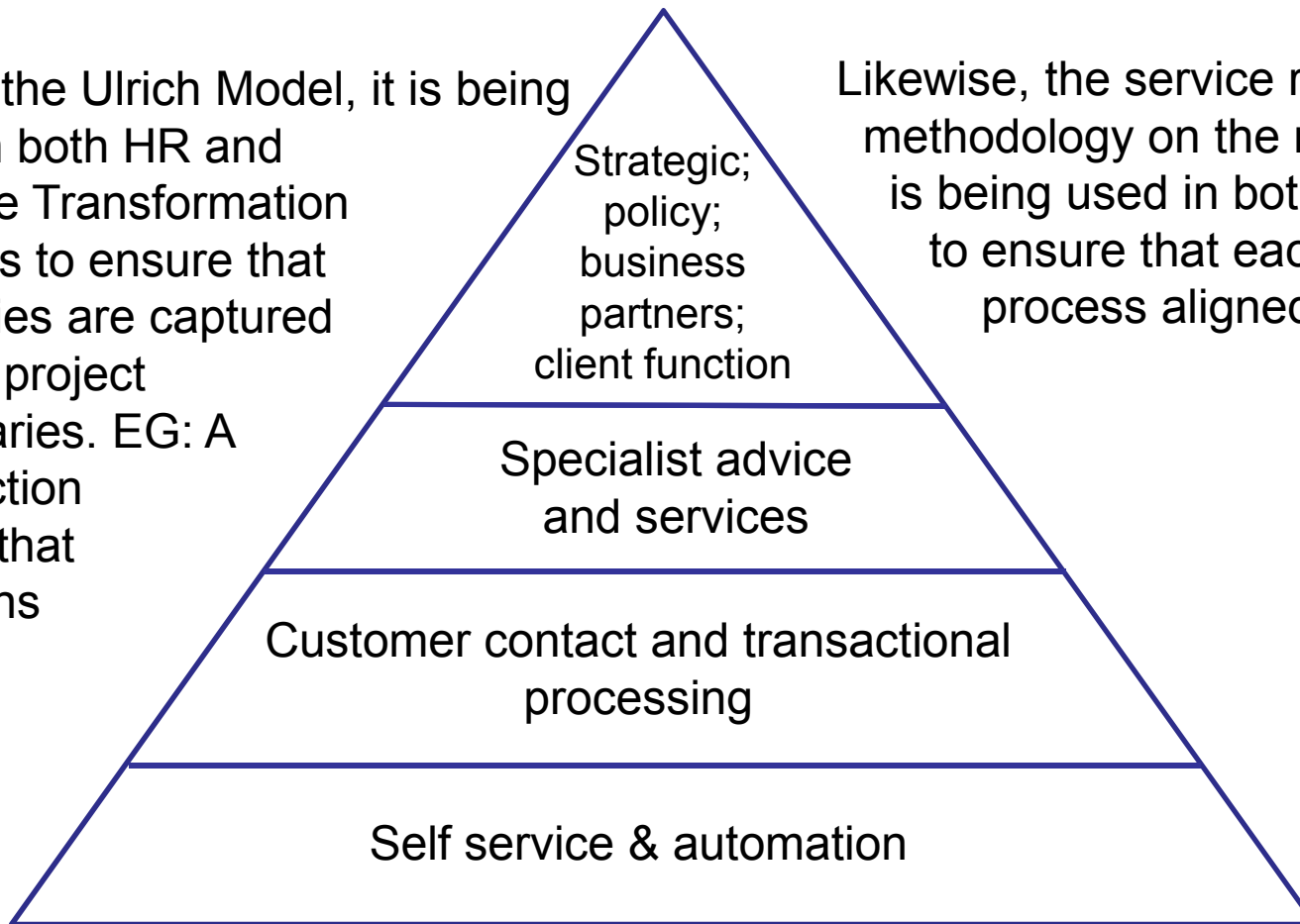


**Grey Boxes:** Business Support Review on hold, savings being sort from directorates. AI closing in Oct and projects moving across to Asset /FM Project

# A Coherent Shared Model Across Corporate Services to Achieve Savings Synergy















This is the Ulrich Model, it is being used in both HR and Finance Transformation Projects to ensure that synergies are captured across project boundaries. EG: A transaction centre that functions across PCC



Likewise, the service review methodology on the next slide is being used in both projects to ensure that each project is process aligned...

# Business Review Stages – A Coherent Shared Approach



Pre – Project			Project		Post – Project			
<b>Transformation Project Management Method</b>								
								
<b>Service Review Method</b>								
								
			 Benefits confirmed at this point					
<b>Service Review Stage Activities</b>								
Management briefings Staff briefings Trade Union briefing Member briefing Change readiness assessment	Data capture Sitting with staff (process mapping) Customer surveys Staff surveys Stakeholder interviews	Management workshops and briefings Staff workshops and briefings Trade Union briefings Identified opportunities, problems or improvements shared Benchmark comparisons	Staff workshops (to be process design) Staff briefings Trade Union briefings Management briefings Member briefings Partner briefings Customer workshops	Training Restructure/ Selection/Recruitment Testing (system and process design) Project Board engagement Stakeholder updates	Project hands over to business Measure benefits Review project, lesson learned			



# Scope and Resources



- **HR & WFD** – HR Transformation and continuation of workforce delivery workstreams. Focus on getting HR fit for purpose before considering partnering and/or selling services. (1xProject Manager (PM), 2xBusiness Analyst (BA) plus backfill to enable BAU staff time to contribute to project workstreams) **Go live 1 April 16**
- **Finance** – Working alongside HR project. Transformation of Finance to make it fit for purpose before considering partnering and/or selling services. (1xPM, 1xBA plus BAU support) **In delivery by February 16**
- **Business Support** – Service review now on hold until further digitalisation is in place across the Council. Activity focused on identifying savings achievable in year from directorate contributions to staff cost savings. (1xPM, to be released on sign up to savings from directorates) **Savings from directorates to be taken in year**
- **Assure** – Now focused on fraud benefits. Integrated assurance is on hold. (1xPM, 0.5xBA) **Complete by December 15**
- **Advise and Enable** – This is moving into Assistant Chief Executive's Office (ACEO), to enable work to progress under ACEO control. (Resource ask to be formulated, which will then be presented to Portfolio Office for fulfilment). **Completion date tbc on receipt of resource requirements**
- **Asset and Facility Management** – FM is applying Alternative Service Delivery Vehicle toolkit to look at delivery options. Asset work is focused on accommodation strategy, One Public Estate and delivering the asset management framework and the depots review. (1xPM, 1xBA plus BC support) **All current workstreams complete by April 16, except new accommodation requirements which are currently being defined**
- **Accommodation and Infrastructure** – Projects centred on decant will end Oct 15. Ongoing workstreams will then move into Asset and Facility Management Project, allowing this project to close. (5xPM, 1xBC) **Close October 15**
- **Service Integration Management** – Continuing with co-operative commissioning, contract management, category management, procurement and intelligent client function (1xPM, 0.4xBA plus BAU support) **Complete March 16**
- **Smart Working** – Project manager now identified, plus apprentice PM. Project moving from mandate to define phase over this month. (2xPM) **Complete April 17**



# Programme Savings



The table below shows programme cost prior to the merge (2 programmes in 15/16 Apr-Jun) and post merge as one combined programme (15/16 Jul-Sep onwards). It demonstrates that **annual resource costs reduce by £298,025** from FY15/16 to FY 16/17. This reflects savings made in the process of ensuring the slimmer programme is focusing resource on benefit delivery and the end of the decant capital projects.

Key: **FTE**/Revenue **£**/Capital **£**

15/16 Apr-Jun	15/16 Jul-Sep	15/16 Oct-Dec	15/16Ja Jan-Mar	16/17 Apr-Jun	16/17 Jul-Sep	16/17 Oct-Dec	16/17Ja Jan-Mar
20	16	12	11	9	7	7	7
183,263	114,884	128,112	112,122	99,092	78,970	78,970	78,970
49,600	46,046	-	-	-	-	-	-
<b>232,863</b>	<b>160,930</b>	<b>128,112</b>	<b>112,122</b>	<b>99,092</b>	<b>78,970</b>	<b>78,970</b>	<b>78,970</b>
<b>FY Total</b>			<b>634,027</b>				<b>336,002</b>
<b><u>Reduction</u></b>							<b><u>-298,025</u></b>

FTE includes programme and project managers, PSOs and HR backfill posts. All other resources are included in a programme overhead which sits with the Portfolio Office.

# Questions

