

TRANSFORMATION PORTFOLIO HIGHLIGHT REPORT

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Key Portfolio Update

Transformation Portfolio

Although we are working to a tight timeline to implement the transitional structure all milestones in the delivery plan have been achieved to date and plans are in place to the end of December. Further detail on the activity and deliverables is provided in this report.

Programme Managers are now in place for the Resources and Operations Programmes along with a SRO for the Resources Programme. The Transformation Portfolio team are also being supported by colleagues in HR, Finance and Business Analysts from IT.

Financial benefit realisation is being led by the Finance Service and monitored through the Finance and Commissioning Control Board, however there is still a requirement to develop more fully the benefits realisation methodology and procedure for non-financial benefits. This is something the Transformation PMO will pick up and lead on, working with the Programme Managers and the Delivery and Control Boards.

Overall the Portfolio is on track and delivery plans at portfolio level are being developed further to provide more detail. All Programme Delivery Boards have had their first meetings with all other meetings scheduled.

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Key Programme Updates

Programme	Description
Interim Transitional Structure	<ul style="list-style-type: none"> • The current Chart of Accounts was reviewed and all cost centres aligned to the new Functions; • Individual 1-2-1 meetings with Heads of Service were held to get their input to the TOM and the output of these meetings fed into an ECMT Workshop; • This allowed the team to complete the initial alignment of all cost centres and teams to the new Functions; • A Third Tier Network (3TN) session took place to provide an overview of progress and for the 3TN to input into the TOM; • 1-2-1 meetings with Third Tier Managers were held to get further input into the new functional model; • The output received allowed the team to complete the initial proposal Transitional structure; • The proposed Transitional structure was then presented to the Transformation Management Board for their feedback and comments; • This was followed by a further ECMT workshop; • The output from the ECMT session was collated and adjustments made where appropriate; • This was followed by a further 3TN session.

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Customer	<ul style="list-style-type: none"> Corporate Website - work continues to provide a new website design and accompanying Content Management System structure. Go live is now scheduled for the end of November 2017. <ul style="list-style-type: none"> Activities completed – testing and checking of pages and updating content, Disability Equalities Partnership engagement and testing, Customer engagement at tenant open day and security testing; Activities prior to go live launch – final testing of main desktop version of site, design and navigation elements completed for mobile version of site, testing of the tablet and mobile versions of the site, planning engagement sessions & communications for staff, customers, Elected Members and senior management; Customer Charter and Standards - continuing to embed the charter and standards internally and are assessing the feasibility of aligning the external launch with the first phase of the TOM implementation.
Commissioning	<ul style="list-style-type: none"> Visit to Croydon to meet Director & Head of Service with responsibility for Commissioning and a paper is being prepared to inform the Commissioning model and lessons learned; Third Party Spend Review - liaising with PwC to agree data and provide data for analysis of where further savings could be achievable and to include leverage for additional income generation opportunities; No PO No Pay – a short term finance working group has been established to review and revise the outline policy; Review of procurement regulations, in conjunction with Finance/Governance Board is currently taking place We have recently started a review to categorise existing spend across the headings of primary, secondary and tertiary spend, with a view to use the intelligence to help us move our commissioning to consider more prevention measures.

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Operations	<ul style="list-style-type: none"> Income Generation - six areas to be taken forward and develop OBC's were agreed by the TMB and these summary documents will make the case as to whether the opportunities should be progressed, potential options and outline costs and benefits; Fleet and Transport – OBC was submitted to the STC in October. Full Business Case is expected to be submitted to the STC in January 2018; Total Facilities Management/Stores - OBC was submitted to the STC in October. Full Business Case is expected to be submitted to the STC in January 2018 Assets – the OBC is currently being developed; Housing Review – a review of the Housing service is currently taking place.
Resources	<ul style="list-style-type: none"> Business Support – the data validation exercise is now complete and the OBC has been presented to the TMB before onward submission to the STC Planning and Sustainable Development Review – a re view of the Planning and Sustainable Development service is currently taking place.
Workforce Change	<ul style="list-style-type: none"> Employee Transition Journey - Retraining opportunities for hard to fill posts have been identified and the redeployment process is being reviewed and mapped with options. We are looking to meet with all partners to agree a Memo of Understanding around potential shared redeployment pool. Also reviewed current and planned provision for supporting people through change; Transitional Structure - draft job profiles have been developed along with a draft Organisational Design Methodology paper; Director Recruitment – the date for applications closed on the 3rd November. Interviews are to be held week commencing 13th November with the selection process arranged for weeks commencing 27th November and 4th December.

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Finance	<ul style="list-style-type: none"> Initial review and benchmarking with other authorities of all year-end processes undertaken and improvements/ process changes identified; Draft proposed new budget process has been developed and is being reviewed by external audit; Finance Competency Training – draft programme scoped.
Technology	<ul style="list-style-type: none"> Human Capital Management Project - overview of the project was provided to the ICT Delivery Board; Educations Booking and Lettings Digital Pilot – the pilot is in week 4 and currently in the development phase and building the digital solution; Parking Permits Digital Pilot – the pilot is currently in week 2 and the discovery phase; ICT Consolidation – the project team are currently engaging with SMT's User Segmentation – paper sent to all control boards for approval to review allocation of all devices across the whole estate
Governance	<ul style="list-style-type: none"> A draft new committee governance structure has been completed and terms of references are being drafted; The revised Scheme of Delegation continues to be worked up; Planning underway for Third Tier Network on 15th December to present draft Governance documents.

Change Controls	
Programme	Description
N/A	No change control requests have been submitted within this reporting period

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Key Portfolio Risks / Issues	
Programme	Description
N/A	None to report at this stage