Meeting Date: Thursday 26th October 2017

Portfolio: Cross Cutting

Key Decision: Not Applicable:

Within Policy and Budget Framework Yes

Public / Private Public

Title: SMT Sub Group - Transformation

Report of: Chief Executive

Report Number: CE 14/17

Purpose / Summary:

This report describes the work of the Business & Transformation Board (a subgroup of the Senior Management Team). It is for information as requested by the Panel.

Recommendations:

None.

Tracking

Executive:	Not applicable
Overview and Scrutiny:	Not applicable
Council:	Not applicable

The purpose of the Business & Transformation Board is to oversee corporate programme management, corporate standards for project management, the progress of Smarter Service Delivery, ICT projects and other related works as determined by the Senior Management Team. This work was previously undertaken by the Corporate Programme Board and the Smarter Services Delivery Board. Progress on these work areas will continue to be reported regularly to the Business & Transformation Scrutiny Panel in the usual way – for example through the regular Corporate Project Status Report.

The Board is chaired by the Chief Executive who is the link between the Board and the Senior Management Team. The terms of reference and membership is attached for members' information.

Other work currently underway includes the refresh of the Council's Project Managers' Handbook. This sets out the corporate standards and methodology for project management in the Council. It will come to this Panel for comment and input before being finalised. This will describe how, for example, we wish business cases to be developed, project risk to be managed and set out how project governance and accountability must be addressed.

A significant piece of work is currently being considered, which will result in a new Corporate Plan and a Competency Framework for all staff. Both areas of work are at an early stage and will fully involve the Business & Transformation Scrutiny Panel in their policy development role.

This 'inward looking' Corporate Plan (distinct from the Carlisle Plan) will be an overarching strategic plan for the 'business' of the organisation bringing together and helping us to co-ordinate management of people, information and resources to best deliver the priorities of the 'outward looking' Carlisle Plan.

Members will be familiar with the Management Competency Framework that we have had in place for a few years. This defines the behaviours that we expect from high-performing managers. The intention is to build upon this and reflect our values explicitly through a Competency Framework for all staff.

The Board (and officers more widely) considered the development of a 'Target Operating Model' for the Council. This would essentially be a blueprint for service delivery across the whole organisation. This idea has been discarded as unnecessarily complicated and inflexible. Experience has taught us that the Council performs best when managed according to shared principles and values rather than immutable processes.

We do need, however, to be clear about how we are going to deliver services. The Senior Management Team feel that, rather than having a big 'Target Operating Model', the Corporate Plan, Competency Framework and a Customer Service Charter will between them define what we need.

As with the other two elements, the Customer Service Charter will come to the Panel for consideration and scrutiny as it is developed.

There will of course be processes that need to be properly designed and refined, but the point here is that we can approach that as and when we need to in the context of clearly understood principles and priorities rather than trying to design one complex blueprint for the Council that will probably be out of date before we complete it.

Comments and suggestions on the work of the board are welcomed from members.

Transformation Board – Terms of reference

Vision and Context

The board's purpose is to design and oversee the delivery of business change to improve productivity, deployment of resources and deliver the Carlisle Plan. The board will also subsume existing activities around corporate program/project management and smarter service delivery.

The board will co-ordinate with SMT and the Business Development & Management Board to create a strategic plan (driven by the Carlisle Plan) – enabling design od an information strategy to drive decisions on IT applications and infrastructure.

The board will develop a target operating model for the organisation which will clearly define requirements for compliance with new ways of working.

Roles and Responsibilities

The Chair (JG) will be the link to SMT to ensure that strategy development is congruent across the council.

Sub groups will be established where required, chaired by a member of the board, to deliver specific areas of related work.

Core membership may be changed, or other members temporarily added to the board at the discretion of the chair.

Core Membership (version 1)

Chief Executive (Chair)
Policy & Communications Manager
Service Improvement Manager
Customer Services Manager
Chief Executive's Office Manager
Principal Accountant
ICT Services Manager
Workforce Development Manager
Revenues & Benefits Operations Manager

Scope

Scope will included, but is not limited to the following. Scope may be modified at the discretion of the Chief Executive.

- Organisational development, culture, competencies and skills

- Smarter service delivery
- Corporate project and programme management
- Service delivery innovation
- Business transformation
- IT and information management

Initial Tasks

Design service plan template
Develop corporate plan (organisational objectives)
Design target operating model (business architecture)
Develop information strategy (with ML's group in particular)
Design "Enterprise Programme Management Office" capability