

**REPORT TO THE MEETING OF THE EXECUTIVE 8 JULY 2020**  
**PORTFOLIOS: DEPUTY LEADER AND IT & COMMUNICATIONS**  
**REPORT FROM ASSISTANT DIRECTOR, TRANSFORMATION AND CUSTOMER**  
**SUBJECT: RE-ALIGNMENT OF THE ‘CONNECT’ CULTURE AND TRANSFORMATION PROGRAMME**

**1 DECISION BEING RECOMMENDED**

- 1.1 To note the change in approach for the ‘Connect’ Cultural and Transformation Programme Service Delivery and Workforce Development Workstreams (the “Connect Programme”).

**2 REASONS FOR RECOMMENDATION**

- 2.1 The Connect Programme was presented to the Executive on 5 February 2020 where the Outline Business Case was agreed, including £293,000 of funding to implement the Programme.
- 2.2 Since that date, the Council has been responding to the impact of the global COVID 19 pandemic. Some of the issues that the Council has encountered during this period have required changes to working practices that overlap the aims and objectives of the Connect Programme. Accordingly, the Connect Programme has been reviewed to ensure that it remains relevant for the Council in a post COVID 19 world.

**3 SALIENT INFORMATION**

**Review of the Outline Business Case**

- 3.1 The Outline Business Case sets out plans for delivery of the Connect Programme through three workstreams:
- **Service Delivery** - The aim of the Service Delivery Workstream is to identify business process efficiencies that can be achieved through the deployment and use of digital technology. This should enable the Council to drive out cashable savings (e.g. reduction in total resource required) and non-cashable savings (e.g. release of resource for alternative tasks).
  - **Workforce Development** – The aim of the Workforce Development Workstream is to ensure that the Council’s staff can adapt to new ways of working and a new physical working environment, in particular via a Staff Development Programme.

- **Communication and Engagement** – The aim of the Communication and Engagement Workstream is to take a holistic approach to communication about the Connect Programme and ensure effective engagement with officers, staff and external stakeholders, in particular our customers.

As a result of the COVID 19 pandemic, the Council has adopted an emergency operating model to preserve delivery of services, in line with Government guidance and legislation. This has required remote working for most staff and all elected Members, which is similar to the model proposed in the Outline Business Case. Staff surveys and managerial feedback has demonstrated that in most cases this transition has been successful in normalising remote working and has accelerated the cultural change required to ensure this is a viable operational model in future.

- 3.2 However, the Connect Programme is not just about facilitating offsite working. It is about implementing new ways of working and enabling the customer to access services through improved digital channels. It remains the case that most of the services that are being delivered from home currently rely on work-arounds to the delivery models that were being used before COVID 19, that is, adaptations in response to an emergency situation that are not necessarily sustainable in the long term. The aims and objectives of the Outline Business Case for the Connect Programme therefore remain relevant to the Council as the country moves from crisis management of the pandemic into a planned “new normal” of living with the legacy of COVID 19.
- 3.3 The experiences and learning over the last few months will enable some of the work where investment has already been made to be accelerated so that delivery of outcomes can be achieved sooner than originally planned. Further identification of early “quick win” projects will still undergo the same rigorous analysis with “invest to save” business cases but maybe brought forward in the programme.
- 3.4 To ensure that these early projects and identification of other invest to save projects can be started, the Council will bring forward the appointment of the Transformation Programme Manager from Phase 2 of the Programme (as planned) to the Phase 1 Foundation Phase.
- 3.5 In addition, the pandemic will significantly impact on the proposed refresh of the Council’s People Plan and the associated Staff Development Programme. Staff have now had the opportunity to practice some of the skills that the original Connect paper outlined as development needs and the workforce development workstream will be adapted to account for this.
- 3.6 A high-level timeline is appended, showing the key milestones. Once in post, the Transformation Programme Manager will prepare a detailed project plan, which will form part of the quarterly Programme Management Office reporting to the Executive.

**4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 None; this report is an update only. The Connect Programme was approved in February 2020 and remains relevant to the needs of the Council.

**5 RISK IMPLICATIONS**

- 5.1 The high-level risks of the Connect Programme remain as set out in the Outline Business Case. Once in post, the Transformation Programme Manager will conduct a detailed assessment of operational risks associated with the workstreams and their delivery.

**6 RESOURCE IMPLICATIONS**

- 6.1 There is no proposed change to the overall level of resource of £293,000 agreed by Executive in February 2020 to implement the Programme. It was also agreed by Full Council in February 2020 to create a reserve of just under £0.5m to fund Invest to Save projects identified through the Connect programme. Drawdowns from this reserve will be subject to agreement of separate business cases for individual Invest to Save projects.

**7 LEGAL IMPLICATIONS**

- 7.1 There are none arising out of the contents of this report.

**8 EQUALITY AND DIVERSITY IMPLICATIONS**

- 8.1 None arising from this report.



LT Lead Officer Signature: \_\_\_\_\_

**Assistant Director Transformation and Customer**

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**Background Papers:-** None

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If you would like this report in large print, Braille or another language please contact 01702 318111.



	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
2019	2020				2021				2022				2023		
<b>Asset Development Programme Linked</b>															
===== 9															
Competitive Dialogue	Appointment of Partner	Contract Completion			Planning Phase			Construction Phase				Move to FH			
<b>Communications and Engagement</b>															
===== 9															
<b>CONNECT Programme – Workforce Development Workstream</b>															
===== 9															
			Foundation/Planning Phase: Develop revised approach to Connect People Plan and start full Training Needs Analysis and creation of Staff Development Programme			Implementation Phase – Implementation of Staff Development Programme inc Cultural Change and Systems/Digital Training * Some staff training to have started ahead of full roll out of programme			Implementation Phase - Staff Development Programme – Aligned to service delivery outcomes				Implementation Phase - Continuation of Staff Development Programme - Content determined by ongoing business needs		
<b>CONNECT Programme – Service Delivery Workstream</b>															
===== 9															
			Phase 1: • Process and adoption of discovery phase methodology • Appointment of Transformation Programme Manager • Start of quick win projects		Discovery Phase and Continuation of quick win projects	Planning// phase led by Transformation Programme Manager reporting to the SRO and with HR and Specialist Key staff from business areas and continuation of work on quick win projects. Production of Business cases for other invest to save projects.				Implementation of projects via business case preparation and approval through usual corporate governance routes.					