

**‘CONNECT’ CULTURAL AND TRANSFORMATION PROGRAMME**

1.1 Pursuant to Overview and Scrutiny Procedure Rule 15(C) (1), three Members of the Review Committee have requested that the decision made by the Executive on the 5 February 2020 be called in for scrutiny:-

“‘Connect’ Cultural and Transformation Programme”

(1) That the Outline Business Case for the ‘Connect’ Cultural and Transformation Programme be approved.

(2) That funding of £293,000 be agreed, as set out in the Outline Business Case, to be funded from a designated resource to be created from 2019/20 underspends.

(3) That the Programme be designated a Gold Project and as such that the Investment Board receive regular programme updates, to be aligned with the Asset Delivery Programme Schedule.

1.2 To assist Members a copy of the original report of the Managing Director is appended.



Angela Law

Assistant Director, Legal & Democratic

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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.

**REPORT TO THE MEETING OF THE EXECUTIVE 5 FEBRUARY 2020**

**PORTFOLIOS: DEPUTY LEADER AND IT & COMMUNICATIONS**

**REPORT FROM: MANAGING DIRECTOR**

**SUBJECT: ‘CONNECT’ CULTURAL AND TRANSFORMATION PROGRAMME**

**1 DECISION BEING RECOMMENDED**

- 1.1 To seek approval of the Outline Business Case for the “Connect” Cultural and Transformation Programme.
- 1.2 To agree funding of £293,000 as set out in the Outline Business Case, to be funded from a designated reserve to be created from 2019/20 underspends
- 1.3 To designate the Programme as a Gold Project and as such to agree that the Investment Board will receive regular programme updates, to be aligned with the Asset Delivery Programme Schedule.

**2 REASON/S FOR RECOMMENDATION**

- 2.1 There is a need for the Council to modernise and future proof our services in a digital age. Like any business the Council needs to evolve to meet our customers’ expectations. Our customers are increasingly working in a digital way and expect us to do the same. This aspiration sits behind the Council’s strategy to move to cloud computing and to adopt a flexible working environment for our workforce. A Local Partnership’s assurance review of the Asset Delivery Programme (ADP) recommended that Council required change management intervention through a “corporate change programme” to ensure that the Council will be able to effectively deploy new ways of working in a new building.
- 2.2 As part of the Asset Development Programme Members and officers recently had the opportunity to visit East Suffolk Council and hear their experience of implementing a cultural change programme in conjunction with a move to new premises in Woodbridge. Their new offices are configured to maximise flexible, agile working and the visit provided a valuable opportunity to experience how a different style of working environment, which mirrors the Council’s own aspirations, could be implemented in practice by a similar sized Council to deliver excellent outcomes for residents.
- 2.3 The “Connect” Programme is proposed to be the Council’s own corporate Cultural & Transformation Programme. The Programme will review the Council’s existing systems and processes; explore and identify business opportunities for improvement and create a series of potential transformation

projects. This will help to ensure that our residents get the best experience possible whenever they interact with the Council and that the Council's services continue to be relevant and represent value for money.

### **3 SALIENT INFORMATION**

3.1 The Connect Programme is proposed to consist of 3 workstreams which are set out in more detail in the appended Business Case:

#### **1. The Workforce Development Workstream**

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.

#### **2. The Service Delivery Workstream**

The aim of the Service Delivery Workstream is to identify business process efficiencies which 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).

#### **3. The Communication & Engagement Workstream**

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.

3.2 The Connect Programme will identify a series of projects to implement:

- Digital technologies designed to improve residents' interactions and dealings with the Council, e.g., by improving 24/7 access to services via web channels and electronic service delivery;
- System and process improvements which will reduce the cost of processing and keep services relevant and accessible to residents; and
- Upskilled and developed council employees who are able to identify and embed new ways of working to improve our customers' experience.

3.3 These projects will be subject to separate individual business cases, to ensure a robust case for investment and to quantify potential efficiencies.

- 3.4 Dedicated external support will be needed to ensure that the Council can access skills not available internally. These are detailed as part of the appended Business case. Some backfill of existing staff is also proposed, for example within Human Resources, to release existing staff to support the programme.

#### **4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Local authorities must continually evolve and adapt to change in order to remain financially sustainable and maintain quality services for residents; doing nothing is therefore not an option. If change is not managed in a controlled way the Council will miss opportunities to improve its services to residents and is unlikely to deliver best value for money.
- 4.2 Failure to adopt a Transformation Programme would also ignore the Local Partnership's Review recommendation to implement a change management approach in conjunction with the Council's Asset Development Programme, in order to maximise the chances of success for that programme; a view which was endorsed by the recent Peer Review findings.

#### **5 RISK IMPLICATIONS**

- 5.1 The high level risks of the Connect Programme are set out on page 22 of the Outline Business Case.

#### **6 RESOURCE IMPLICATIONS**

- 6.1 Funding of £293,000 is requested to resource the identified work as detailed in the Outline Business Case. A specific reserve is proposed to be created for this purpose, funded from in-year underspends in 2019/20. Drawdowns from the reserve will only be authorised in line with the expenditure plan set out in the OBC and will be reported to the Investment Board as part of the quarterly Programme Management Office updates.
- 6.2 It is not possible to quantify the potential investment that will be required to fund individual transformation projects identified as a part of the series of projects at this stage. However, these will be subject to separate business cases which will be brought back to the Investment Board for approval at a later date. Funding for these individual projects will be identified from Council reserves if an appropriate invest to save case can be made.

#### **7 LEGAL IMPLICATIONS**

- 7.1 There are no legal implications arising from this report at this stage.

**8 EQUALITY AND DIVERSITY IMPLICATIONS**

8.1 An Equality Impact Assessment has been completed and found there to be no negative impacts on protected groups as defined under the Equality Act 2010.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.



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

**Managing Director**

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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.

# Outline Business Case

## “Connect” – RDC’s Cultural & Transformation Programme

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**Date of document:** January 2020

**Author and main contact:** Dawn Tribe, Assistant Director, Customer & Transformation

**Business Sponsor:** Shaun Scrutton, Managing Director

**Members:** Cllr Mrs Cheryl Roe (Deputy Leader) and Cllr Daniel Efde (Portfolio Holder for IT and Communications)

### 1. Executive Summary

- 1.1 There is a need for the Council to modernise and future proof our services in a digital age. Like any business the Council needs to evolve to meet our customers' expectations. Our customers are increasingly working in a digital way and expect us to do the same. This aspiration sits behind our strategy to move to cloud computing and to adopt a flexible working environment for our workforce, as part of the Asset Delivery Programme (ADP). A Local Partnership's assurance review of the ADP also recommended that Council required change management intervention through a “corporate change programme” to ensure that the Council will be able to effectively deploy new ways of working in a new digitally enabled building.
- 1.2 The “Connect” Programme is proposed to be the Council's corporate Cultural & Transformation Programme. The Programme will review the Council's existing systems and processes; explore and identify business opportunities for improvement and create a programme of potential transformation projects. This will help to ensure that our residents, partners and stakeholders get the best experience possible whenever they interact with the Council and that the Council's services continue to be relevant and represent value for money.
- 1.3 The Connect Programme will identify a series of projects to implement:
  - Digital technologies designed to improve residents' interactions and dealings with the Council, e.g., by improving 24/7 access to services such as bulky waste requests via web channels and electronic service delivery;
  - System and process improvements which will reduce the cost of processing and keep services relevant and accessible to residents; and
  - Upskilled and developed Council employees who can identify and embed new ways of working to improve the customers' experience.

The Connect Programme is our pathway to a 21st Century Council with Members and staff as 21st Century Public Servants providing quality services to our residents and stakeholders.

1.4 The Connect Programme is proposed to consist of 3 workstreams:

**1. The Workforce Development Workstream**

The aim of this 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;

**2. The Service Delivery Workstream**

The aim of this workstream is to identify business process efficiencies which 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); and

**3. The Communication & Engagement Workstream**

The aim of this workstream is to take a holistic approach to communication about the Connect Programme and ensure effective engagement with officers, staff and external stakeholders and in particular our customers.

1.5 It is anticipated that the Connect Programme will cost £293,000 over two years. This excludes individual projects identified through the Service Delivery Workstream that will be subject to separate business cases, to ensure a robust case for investment and to quantify potential efficiencies.

**2. Business Drivers for the Connect Programme (WHY do we need to do this?)**

2.1. An Outline Business Case (OBC) for the Asset Delivery Programme (ADP) was approved by the Investment Board on 16 January 2019. The ADP sets out plans for the development of six strategic sites across the district which will include new Council offices and Members' Chamber on the Freight House site with an additional presence in Rayleigh (anticipated to be on the Mill Arts & Events site). The ADP will be delivered over a 3 year period completing in Spring 2023.

2.2. The Council's approach to ongoing IT provision has been to migrate old, server based systems into new, cloud based systems which means that staff accessing those systems can do so from any internet connection. No longer is the workforce tied to an office or to a desktop computer. Working remotely enables a flexible approach to workload management and introduces the opportunities for efficiency gains, for example, by speeding up processing times or reducing travel. The new Council offices and Members' Chamber will be delivered to take full advantage of those opportunities and will deliver flexible spaces for meetings, hot desking and



private interviews. The Council offices will be smaller; designed to accommodate only 70% of the the available workforce at any one time as work becomes something that you do, rather than a place that you go to.

- 2.3. The ADP was externally reviewed by the Local Partnerships team which subsequently produced an assurance report. The report, while highlighting that programme management principles were being delivered in exemplary fashion, also confirmed the need for the Council to have in place a corporate change programme which would ensure the workforce is ready to work in its new physical environment. Failure to carry out this work was deemed as a high risk to the overall success of the ADP. The proposed “Connect” Cultural and Transformational Programme (known as “Connect”) is the Council’s response to this requirement. Connect will be led by the Assistant Director, Transformation and Customer who is the Senior Responsible Owner (“SRO”) for the programme

### **3. Objectives of the Connect Programme**

- 3.1. Connect will deliver investment in new technologies and the skills of our workforce to improve the way the Council interacts with residents and delivers services. This will ensure that the Council’s services continue to be relevant and represent value for money.

### **4. Delivery Approach for the Connect Programme (HOW will it be delivered?)**

- 4.1. The Connect programme will comprise of three workstreams which will run concurrently. The first workstream will focus on cultural interventions for the workforce (the “Workforce Development Workstream”). The second workstream will focus on achieving service delivery improvements using existing or new digital technology (the “Service Delivery Workstream”). The third workstream will concentrate on Communication and Engagement (the “Communications & Engagement Workstream”). These three workstreams are wholly interlinked and the achievement of these represents success of the programme.

#### *Workstream 1 – the Workforce Development Workstream*

- 4.2. 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. This will include the key skills and mindsets which will help public servants thrive in the 21st century, as set out in research which can be found here: <https://21stcenturypublicservant.wordpress.com>
- 4.3. To do this, the Council will need to take a whole system view to transform how and where staff deliver services. It is essential to prepare the workforce and equip them to cope with the changes ahead. There needs to be a continuous programme of transformation and cultural change across the organisation to maximise performance.

- 4.4. Work has already started to engage staff in the transformation of the Council. Connect engagement events and a series of change management workshops have been designed and delivered internally. This has provided the foundations for the more detailed work to follow. The Council's HR Business Partner has also started research in the external training market through discussions with potential external training providers.
- 4.5. The Workforce Development Workstream will be led internally by the HR Business Partner and will be made up of three phases as set out in the table below:

*Table 1: Workforce Development Workstream*

<p><b>Phase 1: Foundation Phase</b></p>	<p>This phase is about readiness for change. It includes running change workshops for staff and a review of the People Plan to align it fully to the Council's vision and Business Plan. Work undertaken in this phase will underpin the creation of a structured Staff Development Programme</p>
<p><b>Phase 2: Planning Phase</b></p>	<p>The primary output of this phase is the creation of the Staff Development Programme. This will require a full Training Needs Analysis (TNA) exercise across the Council pulling together the personal and organisational requirements for staff development.</p> <p>The Staff Development Programme is likely to comprise a mixture of soft skills development for example, business efficiencies, process re-engineering, managing change; along with practical skills such as the use of existing and new IT technology and functionality.</p> <p>The Planning Phase of the Workforce Development Workstream will be undertaken in close collaboration with the Service Delivery Workstream (see diagram in Appendix 1)</p>
<p><b>Phase 3: Implementation Phase</b></p>	<p>Any training currently delivered will be built into the Staff Development Programme with current budgets used to continue to support this. The training will have an element of train the trainer which will reduce future need for external trainers.</p> <p>It will be possible to deliver the programme using a cost-effective approach of internal workshops, external workshops and coaching. We have a number of highly skilled and specialist officers who can share knowledge. However, there will also be a requirement to procure some external expertise due to limitations on internal knowledge, skills and capacity.</p>

	As a number of different training providers are likely to be used the cost of individual contracts will remain relatively low. Procurement will be compliant with current guidelines and advice sought internally
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Workstream 2: the Service Delivery Workstream

- 4.6. The aim of the Service Delivery Workstream is to identify business process efficiencies which 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)
- 4.7. The Council's strategic journey to cloud based computing is almost complete. As at the date of this OBC, 98% of the Council's applications which were part of the migration plan have been migrated to the Azure cloud with the exception of the Academy Revenues and Benefits Application. Migration to cloud based computing means that staff can access their work from any location via the internet. Consequently, the Council has begun a programme of issuing laptops to staff which means that they are no longer tied to a desktop based in the Council's offices. It is a requirement of Microsoft that all applications within the Azure cloud are maintained to the latest software version this means we are able to enhance the functionality of our existing systems.
- 4.8. The main deliverable of the Service Delivery Workstream is the analysis of the Council's business processes and systems to understand how staff are using their current digital technology. Individual service lines will be considered not just in terms of their own functionality but also in terms of how they interface with other Council services in order to increase the opportunities for efficiencies and effectiveness e.g. customer services and support services. There will be an opportunity to challenge the status quo, encouraging creative thinking and problem solving. Outcomes from this work will be aligned to those set out in the Council's Business Plan and will inform the Workforce Development Workstream to ensure all those undertaking the business analysis work have a shared level of understanding and commitment.
- 4.9. Information will be collected from the business analysis work using a standardised methodology and templates. This means that the resulting data sets can be compared on a like for like basis across business areas. The data will then be reviewed to determine whether process efficiencies and/or savings (whether or not cashable) can be achieved e.g. through the deployment of new technology and/or through better use of existing technology. Taking a methodical, consistent approach will identify where there is an overlap of similar service processes where one solution can bring efficiencies to multiple processes.

- 4.10. Where opportunities for efficiencies and/or savings are identified, further work will be undertaken to determine whether a robust “invest to save” business case can be developed to turn the opportunity into a deliverable project. In this way, a programme of projects will be created and prioritised.
- 4.11. The Service Delivery Workstream will be made up of four phases as set out in the table below:

*Table 2: Service Delivery Workstream*

<p><b>Phase 1: Foundation Phase</b></p>	<p>This phase is about preparation for the Discovery Phase (see below).</p> <p>This phase will comprise an external consultant working with the Leadership Team to undertake the following:</p> <ul style="list-style-type: none"> <li>• Agree the overall purpose and approach</li> <li>• Understand the outcomes needed aligning these to the Business Plan</li> <li>• Identify required resource</li> <li>• Training of all necessary individuals to ensure they have the skills to undertake the business area analysis</li> <li>• Develop a standardised methodology for business area analysis</li> <li>• Align with and build upon the work of the Communication and Engagement workstream</li> </ul>
<p><b>Phase 2: Discovery Phase</b></p>	<p>In this phase all the business area analyses will be carried and will identify projects which will improve processes and outcomes, service delivery and identify potential invest to save projects (cashable and/or non-cashable) to be taken forward which offer the greatest scope for efficiencies.</p>
<p><b>Phase 3: Planning Phase</b></p>	<p>This phase will involve the production of business cases and project plans using the agreed standardised methodology to ensure consistency.</p> <p>This phase allows the Council to take a top down corporate view of potential projects e.g. to identify potential overlaps in scope; areas where there are multiple solutions available; the potential to aggregate and pool budgets to create efficiencies such as procurement of new technology solutions which will centralise contract management through the ICT team.</p>
<p><b>Phase 4: Implementation Phase</b></p>	<p>Projects will be delivered in accordance with the Council’s existing governance structure.</p>

4.12. The Service Delivery Workstream will be led internally by the SRO, with assistance from external support. The later phases of the workstream will also be supported internally by a new (temporary) Transformation Programme Manager working to the SRO and alongside the HR Business Partner. The Transformation Programme Manager is proposed to be a new resource, the funding requirement for which is part of this OBC.

Workstream 3 – the Communication & Engagement Workstream

- 4.13. The aim of the Communication and Engagement Workstream is to take a workplace approach to communication about the Connect Programme and its engagement with officers, staff and external stakeholders, particularly our customers. This workstream will ensure the conditions are right for everyone to be able to fully contribute to the aims of Connect, by being committed to the Council's goals and values; ensuring they are motivated to contribute to the Council's success whilst having a sense of their own well-being.
- 4.14. It is vital that any employee engagement is based on developing trust, integrity and encouraging a two way communication between the organisation and its staff which will increase the chance of programme success. Research has shown that employee engagement, if done properly, can reduce sick absence days, errors, conflicts and grievances, which in turn increases productivity.
- 4.15. Although there is no 'one size fits all' approach and master model for successful engagement, there are four essential themes which it is proposed the Council will adopt as part of this workstream. These are:
- *Strategic Narrative* – This focuses on developing a strong strategic narrative about the organisation, where it has come from and where it is going and communicating this narrative to our communities and stakeholders;
  - *Engaging Managers/Members/Key Staff* – This focuses on developing managers, Members and key staff within the organisation. These individuals will also be part of the Workforce Development Workstream as "champions" and are an important part of the wider engagement;
  - *Employee Voice* – creating an employee voice throughout the Council, reinforcing and challenging views; ensuring they are listened to and invited to contribute their experience, expertise and ideas; and
  - *Integrity* – Ensuring that the Council's values are reflected in day to day behaviours of its staff.
- 4.16. Two "Connect" days have already been held, which virtually all employees attended. These days were interactive and designed to socialise the objectives of Connect and get employees excited by the prospect of change, the ADP and opportunities for the future. This approach will be extended to members and stakeholders as part of the programme.

*Table 3: Communication and Engagement Workstream*

<p><b>Phase 1: Foundation Phase</b></p>	<p>This phase is already underway and is about using existing communication and engagement models and resources to capture and document best practice. Any resource/skills gaps will also be identified in this phase.</p>
<p><b>Phase 2: Discovery Phase</b></p>	<p>This phase will involve strengthening the corporate story identifying a purpose and vision – i.e. what the organisation does and what it wants to do to make lives better for its residents linking with the Council’s Business Plan. As part of this, external facilitated workshops will be required to assist in developing the key messages. These workshops will engage with staff, Members and residents.</p> <p>There is a strong link with the ADP, all external comms and engagement will need to be in line with the ADP Communications Strategy.</p> <p>A key outcome will be a set of key messages to shape future communications both internally and externally.</p>
<p><b>Phase 3: Planning Phase</b></p>	<p>This phase is about building upon the corporate story and developing the Engaging Manager and Employee Voice themes.</p> <p>The change required to develop engaging managers in terms of leadership will be delivered through workshops to pinpoint the behaviours they need to role model and drive the narrative and value of the organisation. This is to be further enabled through behavioural ‘in the moment’ coaching sessions for leaders.</p> <p>Further work will consist of developing an Internal Communications Strategy – with key message and channels of communication established formalising much of the good work already being undertaken.</p>
<p><b>Phase 4: Implementation Phase</b></p>	<p>The values instilled through engagement are reflected in day to day behaviours.</p> <p>There will be a need to review the existing corporate values and behaviours and then seek to set, enforce and reinforce the behavioural expectation – rewarding desired behaviour and not rewarding those who don’t exhibit the required behaviours</p>

## 5. Costs and Benefits (WHAT does the project need to achieve)

### Benefits (Financial and Non-Financial)

- 5.1. The benefits of the Connect Programme are closely linked to the economic case for the ADP, in that Connect is an enabler for the ADP's success. However, there will also be separately identifiable financial and non-financial benefits to be derived from Connect.
- 5.2. With staff salaries of approximately £6.5m per annum, the Council must ensure that the Workforce Development Workstream maximises the outputs of the workforce to meet the future service delivery needs. Each member of staff should be supported to maximise their potential and expand their skillset. If not delivered, there are risks of financial impact to the delivery of the ADP and to the Council:
- Low staff morale which manifests in poor productivity and low pro-activity;
  - Difficulties attracting new staff to the Council and associated reputational impact;
  - Difficulties retaining current staff;
  - Difficulties coping with new ways of working leading to increased stress and sickness;
  - Duplication of work through silo working;
  - Poor and inconsistent customer service resulting in lack of customer confidence in the Council and unnecessary repeat contact (often resulting in formal and LGO complaints);
  - Inability to maximise the capability of staff; and
  - Increase in performance and capability issues.
- 5.3. Benefits of the Service Delivery Workstream should be derived from "invest to save" business cases, i.e., financial investment in new ways of working and new technologies/ functionalities which will result in cheaper service delivery in the medium/longer term. The move to the Azure cloud and the upgrade of our corporate systems means we can now take advantage of new functionality and process efficiencies moving from manual transactions to more automated workflow processing.
- 5.4. It will not be possible to quantify the size of the potential financial benefits until the Planning Phase of the workstream. However, it is widely accepted that moving from predominantly face to face transactions to predominantly digitally based transactions (known as "channel shift") reduces processing costs significantly. The Local Government Association (LGA) and the National Endowment for Science, Technology and Arts (NESTA) have collated substantial evidence showing that a face to face interaction with a customer can cost a local authority up to £10.50 per interaction. This compares to managing a basic query by phone at £3.00 and the cost of carrying out a transaction online is as little as £0.08. We also know that we will be able to save direct costs from revenue budgets for print costs, stationery;

postage, paper and consumables. In addition, there are non-financial benefits which complement the Workforce Development Workstream, including:

- Increased productivity as processes become more efficient;
- Increased customer satisfaction as processes become more accessible; and
- Improved working environment and work/life balance for staff through flexible and agile working.

### Costs

- 5.5. The estimated costs of delivering the Connect Programme is £293,000 over a two year period, as set out in the table below. These costs do not include the costs associated with any “invest to save” project identified as part of the Planning Phase of the Service Delivery Workstream as these would be identified as part of the relevant business case for the project.
- 5.6. It is proposed that the initial investment in the Connect programme is met from reserves. In addition it is recommended a specific reserve is created to provide an investment pot for the next phase of work. Drawdowns from this new reserve will only be authorised through the approval of separate “invest to save” business cases for individual projects identified through the Service Delivery Workstream reference above.

*Table 4: Costs*

<b>Phase</b>	<b>Task</b>	<b>Cost</b>	<b>Workstream</b>
Phase 1: Foundation Phase	Recruitment of EELGA external support to develop standardised methodology and template documentation for business area analyses including training.  Cost based on delivery of agreed outcomes completion 31 July 2020	£20,000	Service Delivery
Phase 2 and 4: Discovery Phase and Implementation Phases	Transformation Programme Manager to work with EELGA external support and Leadership team to identify potential invest to save projects  Cost based on delivery of agreed outcomes completion April 2022	£100,000	Service Delivery



Phase	Task	Cost	Workstream
	External facilitated workshops will be required to assist in developing the corporate story	£15,000	Comms and Engagement
Phase 3: Planning Phase	External resource to undertake administrative work relating to the Staff Development Programme (50%) plus backfill on generalist HR administration to release capacity for advisory team to design and deliver in house training (50%)	£28,000	Workforce Delivery
Phase 4: Implementation Phase	External resource (Trainers) to deliver year 1 of Staff Development Programme	£50,000	Workforce development
	External resource (Trainers) to deliver year 2 of the Staff Development Programme	£30,000	Workforce development
	External resource (Trainers) to deliver Senior Management Team development	£20,000	Comms and Engagement
Across all phases	Connect events, partnership and community events	£30,000	Comms and Engagement
<b>TOTAL</b>		<b>£293,000</b>	

- 5.7. The key financial assumptions underpinning these costs are set out in the table below.

*Table 5 : Key Financial Assumptions*

Cost heading	How will assumption be managed?
Recruitment of EELGA external support	EELGA has worked with the Council's Leadership Team previously in preparation for the Connect Programme and the Council's Vision.

Cost heading	How will assumption be managed?
	<p>In this further engagement, EELGA will, by end of March 2020 agree with the Managing Director and the Leadership Team the following:</p> <ul style="list-style-type: none"> <li>• outcomes to be achieved aligning these with the Council's Business Plan;</li> <li>• By end of April 2020 design and deliver a methodology for carrying out the business analysis work; and</li> <li>• For the period up to end of July 2020 support the SRO and Transformation Programme Manager in the leadership and delivery of the programme of business analysis work.</li> </ul>
<p>Recruitment of a Transformation Programme Manager</p>	<p>During the Discovery Phase of the Service Delivery Workstream, the Transformation Programme Manager will be appointed to work alongside the SRO to implement the programme of projects as identified from the business analysis work. The Transformation Programme Manager will put together the programme of projects and manage the programme.</p> <p>This post will be recruited before the completion of the Foundation Phase to allow some familiarisation of the Council and to work alongside EELGA</p> <p>The cost of the post is based on the delivery of the workstreams from the business analysis work over an estimated 2-year period and assumptions regarding the cost are benchmarked against similar roles within other authorities.</p>
<p>External resource (Training) to partially deliver Year 1 of Staff Development Programme - £50,000</p>	<p>Whilst the detail of content will be determined by the results of the Training Needs Analysis it is likely that those with line manager responsibility (circa 50 staff) and those without (circa 120) will have differing needs in relation to the transformation of the Council.</p> <p>Assumptions based on a proposal that line managers have access to 4 sessions per year and other staff 2 sessions per year. This will be supplemented by internal workshops, coaching and government funded training and development. In addition, using external half day training courses/workshops (cost around £500 for approximately 8 delegates) there will also be application software specific</p>

Cost heading	How will assumption be managed?
	training from external experts. The costs for the two-year programme are therefore expected to be in the region of £80k.
External resource for admin work (50%) and backfill on generalist HR admin (50%)	Based on a fixed term appointment at Scale 4 including on costs.
External facilitated workshops will be required to assist in developing a corporate story	Based on quotes gained for undertaking 4 separate Story Workshops (less may be required), These workshops will engage with staff, members and external stakeholders.  Outputs will include - Refined audience message and unified Rochford DC story; recommendations for further development and delivery;  All workshop outputs and notes captured
External resource (Trainers) to deliver Senior Management Team development	Whilst the detail of content will be determined by the results of the workshops and mindful of the Training Needs Analysis. It is anticipated that the team coaching sessions will be based on getting the leadership team to work together in an aligned and collaborative way and help the team to work at the right level to ensure a strong focus on the strategic elements of the connect programme.  It is anticipated that up to 10 group coaching sessions will be required. Quotes were also obtained for more formal training delivery.

## 6. Timeline and Key Milestones (WHEN will it be delivered?)

- 6.1. The table below sets out key milestones to be achieved for each phase of the Connect Programme with the key deliverables to be achieved at each phase. Detailed programme plans for each of the workstreams will be developed during the Foundation Phase.
- 6.2. The Connect Programme will be GOLD project in accordance with the Council's Programme Management Office (PMO) terms of reference and performance will be monitored by the PMO.

Table 6: Key Milestones

Phase	Workstream	Key milestone	Target date for completion
<b>Foundation Phase</b>	Workforce Development	Work undertaken in this phase will underpin the creation of a structured Staff Development Programme	End March 2020
	Service Delivery	Engagement with external resource developing inhouse skills and understanding the purpose and approach to be taken.	End March 2020
<b>Discovery Phase</b>	Workforce Development	Ongoing work plus appoint HR admin support	End July 2020
	Service Delivery	Implementing the methodology and documentation for business analysis work and completion of that work plus appointment of Transformation Programme Manager	
	Comms & Engagement	Undertake narrative workshops and complete the corporate story	
<b>Planning Phase</b>	Workforce Development	Undertake Training Needs Analysis, finalise the review of People Plan and create Staff Development Programme	End September 2020
	Service Delivery	Review of business area analysis results and identification of potential “invest to save projects”; prioritisation and programming of project delivery including governance	End September 2020
	Comms & Engagement	Leadership Behavioural Model strengthened along with Internal Communications Strategy to	

Phase	Workstream	Key milestone	Target date for completion
		support the success of the programme	
<b>Implement- ation Phase</b>	Workforce Development	Launch of the Staff Development Programme and ongoing delivery	End June 2021 with continued ongoing delivery thereafter.
	Service Delivery	Delivery of “invest to save” projects	
	Comms & Engagement	Relaunch of corporate values & behaviours	

## 7. Key Risks

- 7.1. The table below sets out the high level key risks of the Connect Programme. This does not include risks arising from “invest to save” projects delivered as a result of the Implementation Phase of the Service Delivery Workstream. Detailed risk identification and management will take place as part of programme management.

*Table 7: Key risks*

Risk name and description	Mitigation	Risk owner
Failure to address people issues arising from the physical move as part of ADP will have a negative impact on the workforce and a financial impact on the council	Work undertaken by the Workforce Development Workstream will specifically address this risk	Workstream owner
The design objectives of the ADP are not fully optimised because of lack of staff engagement and failure to implement new ways of working	As above	
Identified invest to save projects are unaffordable	The Service Delivery Workstream will use a standardised business case template to measure value for money and return on investment will ensure that all projects are evaluated using the same criteria. We will only invest in those projects which will have demonstrable	Workstream owner

Risk name and description	Mitigation	Risk owner
	benefits (cashable and non-cashable).	
The Connect Programme is under resourced	External support obtained at relevant stage of project with early planning to ensure resourced at right stage	SRO
Customers do not engage with or understand new ways of working and benefits are eroded	Work undertaken by the Comms & Engagement Workstream will specifically address this risk.	Workstream owner
Problems with underpinning ICT infrastructure and cloud solutions causes delay and/or erodes benefits	This is a corporate risk which is managed by the AD for Transformation & Customer, who is also the SRO	SRO

## Appendix 1

### Connect Cultural and Transformation Programme Timeline

	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>															
=====→															
Competitive Dialogue	Appoint Partner	Contract completion	Planning phase				Construction phase				Move to FH				
<b>Communications and Engagement</b>															
=====→															
<b>CONNECT Programme – Workforce Development Workstream</b>															
=====→															
Foundation Phase: Develop approach and development of Connect People Plan	Planning phase – Full Training Needs Analysis and creation of Staff Development Programme	Implementation Phase – Implementation of Staff Development Programme – First Stage engagement				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>															
=====→															
Foundation phase - process for discovery phase agreed and role of Transformation Programme Manager defined	Discovery phase undertaken and Transformation Programme Manager appointed	Planning phase for programme delivery led by Transformation Manager working to the SRO and with HR and SMEs from business areas				Implementation of projects via business case preparation and approval through usual corporate governance routes									