Coventry City Council

Briefing Note to
Scrutiny Co-ordination Committee   9th February 2011

Briefing Note of
Assistant Chief Executive

Transformation Programme - Project Monitoring and Risk Management

1   Purpose of the Report

1.1   Members of Scrutiny Co-ordinating Committee will be aware that at its December meeting, during the discussion on the Transformation Programme Progress Report, members asked for a further report on the way in which the Committee could assess the progress being made by the Programme and the management of political risks. The purpose of this note is to respond to that request.

2   Recommendations

The Scrutiny Co-ordination Committee is asked to:

a) note the summary progress monitoring report attached,

b) consider the risks associated with the Programme, and

c) decide whether there are any issues which it wants to refer to the Cabinet Member (Strategic Finance and Resources).

3   Background

3.1   Members are aware that the Council's abc Programme consists of a number of fundamental service reviews, which are following the Council's FSR methodology. The Scrutiny Co-ordination Committee receives regular progress reports on the abc Programme. Attached as Appendix One is a diagram setting out the stages of the methodology, which is followed by all Programme reviews:

- Stage 1 – Assess: understanding what the current service provision looks like, its costs, service levels and performance.

- Stage 2 – Visioning: creating a high level vision for a future service delivery model, which seeks to improve customer service and reduce costs.
- Stage 3 – Construct: building the detailed design for the new service model, which reflects the vision agreed in stage 2.

- Stage 4 – Go Live: implementing the detailed design, and operating the new service model in real time.

3.2 The abc Programme Office maintains close contact with the project managers for each review, sits on the project team and project board meetings, and co-ordinates a monthly progress report to the Transformation Board. It also maintains and manages a Programme risk register.

4 Programme Progress

4.1 Attached as Appendix Two is a summary of the progress of the current reviews, which identifies the current stage of each review and the expected completion dates. Officers will run through this summary at your meeting.
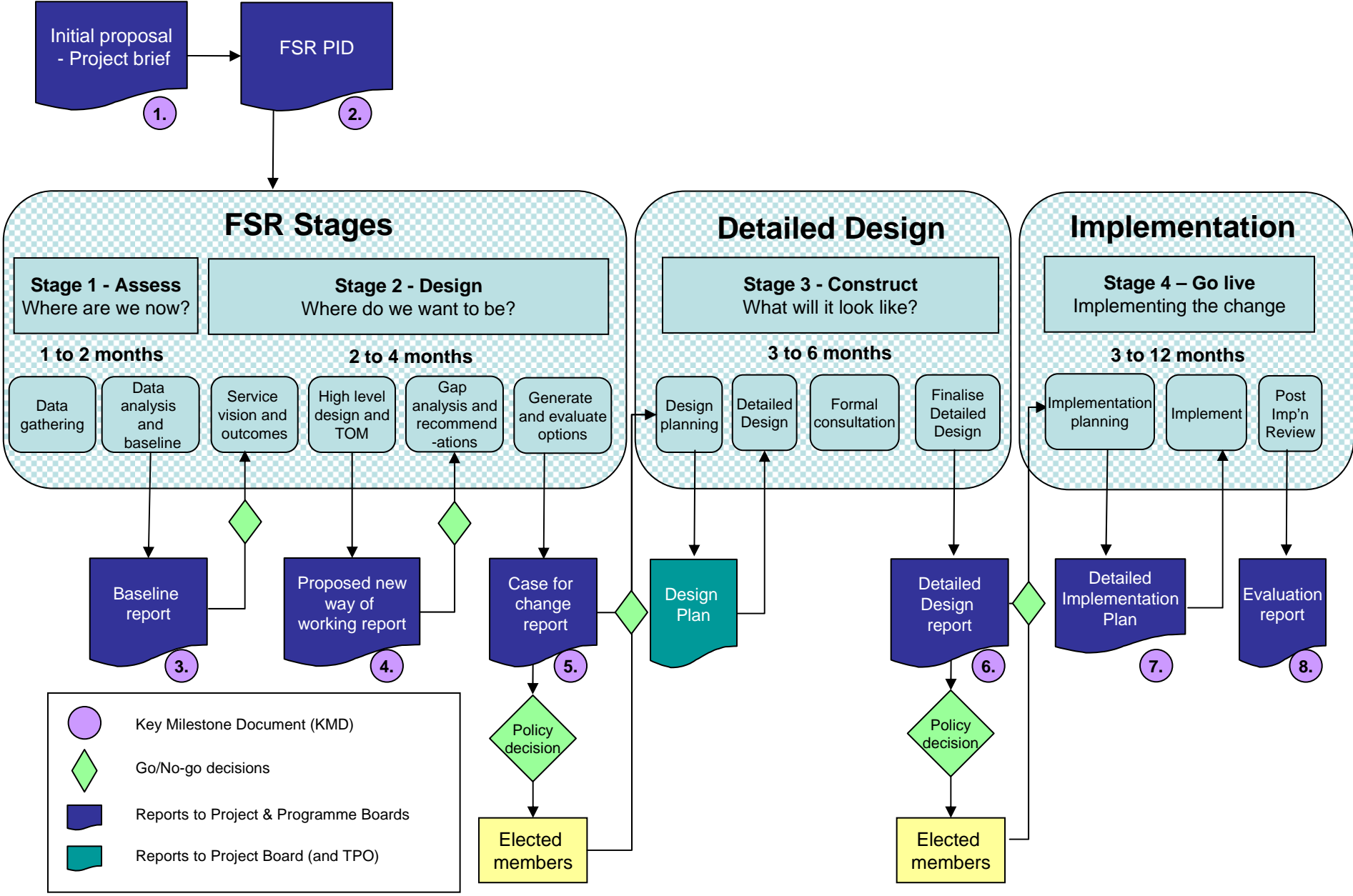
4.2 The Programme comprises a number of cross-cutting reviews, for which the outcomes will have an impact on most or all Directorates, for example i-Cov, and Admin and Business Support, and also a number of service specific reviews, for which outcomes will be limited to a single Directorate, for example Personalisation and Catering Services. The unifying factor is that both types of review have as their over-arching objectives service improvement and cost reduction.

4.3 The abc Programme is one of the Council's key approaches to meeting the challenges being faced by the whole public sector at the current time. The Council's medium term financial plan anticipates significant savings going forward to help the Council balance its budget. The Scrutiny Co-ordination Committee needs to be aware that there are at least four major risks which need to be assesses and managed on an ongoing basis:

- The Acceptability Risk: in looking fundamentally at current service provision, and considering how best services might be improved and costs reduced in the future, which on occasion might lead to options which would reduce current service provision, there is a risk that Members will find some proposals unacceptable.

- The Implementation Risk: having determined a detailed design for a service going forward, which is acceptable to Members, there is a risk that technical issues, or issues arising from consultation with staff and their Trades Unions, will delay implementation or require a re-think of the service design.

- The Benefits Realisation Risk: the overall outcome of each review is to improve customer service and reduce costs. Any unplanned change or delay at any stage of the project creates the risk of a knock-on effect on the timing of the implementation of the new service model, and the achievement of savings (on which the medium term financial plans are relying).

- The Reputational Risk: if a new service design is implemented following a fundamental service review, and there are operational difficulties after "go live", there is a risk that the Council's reputation will suffer.

Officers will brief Members at your meeting on these risks in relation to current reviews.

Mike Coult
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Initial proposal - Project brief — 1.

FSR PID — 2.

FSR Stages

Stage 1 - Assess
Where are we now?

1 to 2 months

- Data gathering
- Data analysis and baseline

Stage 2 - Design
Where do we want to be?

2 to 4 months

- Service vision and outcomes
- High level design and TOM
- Gap analysis and recommend -ations
- Generate and evaluate options

Baseline report — 3.

Proposed new way of working report — 4.

Case for change report — 5.

Detailed Design

Stage 3 - Construct
What will it look like?

3 to 6 months

- Design planning
- Detailed Design
- Formal consultation
- Finalise Detailed Design

Design Plan

Detailed Design report — 6.

Implementation

Stage 4 – Go live
Implementing the change

3 to 12 months

- Implementation planning
- Implement
- Post Imp'n Review

Detailed Implementation Plan — 7.

Evaluation report — 8.

Policy decision

Policy decision

Elected members

Elected members

Legend

- ● Key Milestone Document (KMD)
- ◆ Go/No-go decisions
- ▮ Reports to Project & Programme Boards
- ▮ Reports to Project Board (and TPO)

Stages of Fundamental Service Review methodology

Assess	Design	Construct	Go Live
Where are we now?	Where do we want to be?	What will it look like?	Implementing the change

Milestone reports:	Baseline ◆	New Way of Working ◆ Case for Change ◆	Detailed Design ◆	Implementation Plan ◆

2011

Year 1 Reviews	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec

A08 Personalisation → May 12

A09 ABSS ◆ ◆ → March 12

A13 Money Matters Phase 1 ... Phase 2 ◆ → June 12

A14 Commercial Waste

A18 Food for Thought ◆

A19 Our Space (cleaning) ◆

A22 Customer 1st

A24 i-Cov

Year 2 Reviews

A25 Customer Management ◆ ◆ ◆

A27 All Change → March 13

A30 Public Safety ◆ ◆

A31 Day Care Children's Centres ◆ ◆ →

A33 Housing ◆ ◆

A38 Schools Improvement ◆ ◆ ◆ ◆ ◆

Year 3 reviews - yet to be agreed (indicative timeline) → Aug 12

5	8	8	9	7	6+	6+	5+	6+	4+	4+	4+

Number of reviews/projects in implementation stage