

# GP:GS - Position Statement and reshaping activity



## GP:GS Overview and Performance Scrutiny Forum

19<sup>th</sup> March 2015  
James Drury

# Context



- Public sector budget / Combined Authority / Peer Challenge / Corporate Plan – 2015/19 / Lessons learned / local and national elections
- Summary - fast moving and changing environment
- Our organisational transformation programme must be flexible and agile to respond to emerging issues and opportunities and convert these into successful delivery and outcomes for Chesterfield
- Programme must operate in a controlled, managed and transparent way

# GP:GS - My Position Statement



- **Achievements** – Programme established, support from Members and SLT, positive change delivered, savings delivered, strong foundations
- **Scope of Programme** - Focusing on many of the right things, but not all the right things, confusion with roles/responsibility of the Programme and Business Transformation, Corporate Plan 2015/19 activity not included
- **The Business Case for Change** – Done to create the Programme, not used since, costs and benefits not clear

# GP:GS - My Position Statement



- **Governance and reporting** - Governance and reporting not effective, doesn't feel like a controlled, coordinated Programme, dependencies and impacts not clear, limited prioritisation
- **Staffing** - 3 x Project Managers in post and working effectively in their projects, Programme Manager post now vacant, limited work across projects, limited additional resources allocated to Programme priorities
- **Delivering Change** - Not enough focus on managing change – softer skills / cultural / behavioural, roles and relationship with Arvato / Kier to deliver transformation not clear / effective

# GP:GS / BT

## Outline Activity now - June



- Capturing and communicating achievements – demonstrating a journey and celebrating success
- Reviewing business case including cost benefit analysis to date
- Review the scope of the Programme
- Review governance including programme plan, reporting, risks and issues, benefits realisation
- Carry out a lessons learned exercise
- Develop activity to support organisational / culture change
- Merge GP:GS and BT
- Karen Brown to manage GP:GS along with BT



# GP:GS / BT

## Deliverables – by end of June 2015



- Refreshed One Council GP:GS Transformation Programme aligning our vision, corporate plan and financial strategy
- Reviewed Business case to demonstrate costs, staffing, timescales, key deliverables and benefits realisation
- Revised approach to governance, planning and reporting
- Parallel activity to develop our Operating Model to support programme approach and deliverables
- Parallel activity with Arvato (and Kier) on Joint Improvement Plan to ensure the PPP is an effective enabler of change
- Programme Management Office activity and discipline launched
- Single Council approach to Programme and Project Management designed and implemented
- Merging Business Transformation and GP:GS to increase capacity with resource allocated to programme priorities

# Immediate changes



- Merge Business Transformation with GP:GS
- Karen – revised role
- Client Manager role
- Revised reporting approach
- GP:GS – change frequency of Executive Steering Group to monthly with revised focus / agenda

# Revised reporting



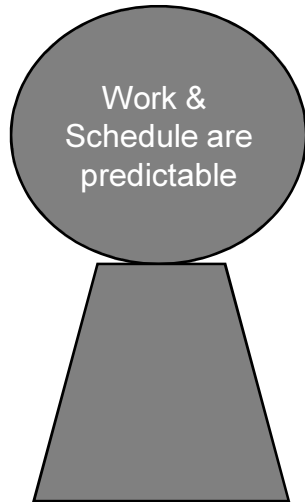
## The 7 keys to successfully monitor and manage projects and programmes

- Work & Schedule (are predictable)
- Stakeholders (are committed)
- Resources (are understood & sufficient)
- Budget (is understood & sufficient)
- Risks (are being mitigated)
- Business Benefits (are being realised)
- Scope (is realistic & managed)

Focus on what the Programme Board needs to know



# Work and Schedule



## Healthy Signs

- Everyone gives the same definition of finished
- Good evidence of control
- Slippage, when it happens, is predicted

## Unhealthy Signs

- Can't describe what finished means
- Uncontrolled — poor plans, controls, tracking mechanisms
- Slippage comes as a surprise

1. Project plan is accepted and maintained
2. Interim and final milestones are accepted and approved
3. Approach is appropriate, adequate and followed and resources have been scheduled against planned activities
4. There is confidence in the accuracy of progress reports

# Revised reporting



An example of a 7 keys dashboard

GP:GS Programme		DATE:20/02/15								DATE:20/01/15							
		CURRENT								PREVIOUS							
Projects	Lead	Work & Schedule	Stakeholders	Resources	Budget	Risks	Benefits	Scope/Change	OVERALL	Work & Schedule	Stakeholders	Resources	Budget	Risks	Benefits	Scope/Change	OVERALL
ICT	Tara	Orange	Orange	Red	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Red	Orange	Orange	Orange	Orange	Orange
Customer	Scott	Orange	Orange	Orange	Orange	Red	Orange	Orange	Orange	Orange	Orange	Green	Green	Red	Orange	Orange	Orange
Property	Chris	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Orange	Red	Orange	Orange	Orange	Orange	Orange	Orange	Orange
People	Tba	Green	Orange	Green	Green	Green	Orange	Orange	Orange	Orange	Orange	Green	Green	Orange	Orange	Orange	Orange
Tba	Tba	Orange	Green	Orange	Green	Orange	Orange	Green	Orange	Orange	Green	Orange	Green	Orange	Orange	Orange	Orange
Programme Overview		Orange	Orange	Red	Orange	Red	Orange	Orange	Red	Red	Orange	Red	Red	Red	Orange	Orange	Red

# Revised agenda



## Executive Board Monthly Information Pack

- 7 keys dashboard – focus on reds
- Programme update by exception
- Action Log
- Emerging issues
- Reshaping update (March – June)
- Information for Board
- Decisions required by Board

## Quarterly

- Risks and Issues log
- Review business case
- Benefits realisation
- Successes

# Recommendations



I would like Overview and Performance Scrutiny Forum to :

- Consider and comment on the position statement
- Endorse the activity identified – now to June
- Endorse the immediate changes
- Agree to receive a progress update in July 2015