



TRANSFORMING TOGETHER PROGRAMME CLOSURE REPORT

1 PURPOSE OF REPORT

- 1.1 In accordance with the terms of reference for the Staff Appointments and Review Panel, the purpose of this report is to provide an update and oversight on the closure of the Council's Transforming Together (TT) programme.

2 LINKS TO COUNCIL'S PRIORITIES AND OBJECTIVES

- 2.1 This item has links to all Council priorities and objectives.

3 RECOMMENDATION

- 3.1 It is proposed that the Panel **RESOLVES**

To review and note the contents of this report.

4 INTRODUCTION

- 4.1 The Council's Chief Executive was appointed in July 2022 and commissioned an LGA Decision Making Accountability Review (DMA) in November 2022.

- 4.2 The DMA report highlighted six key findings, which formed the basis of the Council's transformation change programme (Transforming Together or TT):

1. Less bureaucracy and layers of staff;
2. Silo working created confusion in reporting lines and affected collaborative working;
3. Information could be shared better through digital solutions to improve the customer journey;
4. A fragmented culture promoted independent working and decision-making;

5. Lack of understanding around roles/responsibilities resulted in duplication of effort and impeded day-to-day-work. Activities very often not designed/carried out with the customer journey in mind; and
 6. Poor communication manifested itself through old fashioned ways of working, with no strategy or process for proactive staff engagement and to hear their voice.
- 4.3 Findings of the DMA Review laid the foundations for the Council's new Target Operating Model (TOM) from 1 November 2023 and the major transformational change required.
- 4.4 At a Special Meeting of Full Council on 31 May 2023, information was provided regarding the Council's transformation programme to implement change and enable its modernisation. The contents of the report were noted, including the provision to fund the TT programme through earmarked reserves totalling £1.14m.
- 4.5 Following this, the TT programme work progressed at pace and the programme has now concluded. It is best practice following a programme of work to summarise the outcomes with a Programme Closure Report, which is a document which formalises the closure of a programme. It provides confirmation that the criteria for client acceptance have been met and requests sign-off from the Programme Sponsor to close the programme.
- 4.6 The final Transforming Together Programme Review Board (PRB) meeting was held on 27 February 2024. This meeting provided an update on each element of the programme and advised that a Programme Closure Report would be finalised by the end of March 2024.
- 4.7 The Programme Sponsor for TT was the Chief Executive who accepted the findings of the TT Programme Closure Report (enclosed at Appendix 1). This is shared with the Panel as part of this report for awareness and to acknowledge the success of the programme.

5 PROGRAMME CLOSURE SUMMARY

- 5.1 The TT Programme Closure Report includes:
- Confirmation that each completion criterion has been met;
 - An overview of the programme, deliverables and achievements;
 - A list of:
 - Outstanding business as usual activities and risks
 - Closure actions (to hand over programme deliverables/documentation and release resources);
 - Lessons learned; and
 - Request for project closure approval.

- 5.2 Whilst the full programme closure report provides details of all elements of TT, it is worth highlighting section 6 of Appendix 1 which details the significant achievements made by the programme.
- 5.3 Section 9 of the programme closure report provides a robust analysis of lessons learnt which have been reviewed by business as usual resources and will be taken forward into future programmes of work.
- 5.4 There are some ongoing risks following the closure of the programme, notably the transfer of continued transformation activity into business as usual. These identified risks are being robustly and regularly monitored via a risk register.

6 FINANCIAL IMPLICATIONS

- 6.1 The eventual cost of the transformation programme was £2.086m, with regular updates being provided to the Programme Board on updated forecasts as assumptions were confirmed and actual costs became known.
- 6.2 Funding for the programme totalled £2.001m meaning £85,000 was funded from the 2024/25 in-year underspend. The funding came from four sources, namely the Improvement Reserve (£1.399m), the Spend to Save Reserve (£208,000), in-year staff savings (£294,000) and budget set aside for the job evaluation process (£100,000).
- 6.3 The increased costs from the originally presented £1.14m were largely the result of exit costs for staff being higher than expected. This was caused by both a higher than modelled number of redundancies and the cost of the financial strain being higher than expected. In part, this was due to the pension fund updating their methodology for pension strain calculations affecting some of the redundancies that came later in the programme.
- 6.4 A further portion of the increased costs were incurred due to needing interim resource to assist with the job evaluation process and the cultural change required, as well as the purchase of software to assist with the job evaluation process. As critical elements to the transformation programme, it was felt that these were worthwhile investments to make to ensure the success of the programme.
- 6.5 As a result of the restructure of tiers two and three (that being the direct reports to the Chief Executive and the next layer of direct reports below that), ongoing savings of £779,000 have been achieved. This represents a payback period of 2.7 years for the programme (32 months) which is entirely reasonable for this type of programme. The savings have been calculated based on 2023/24 salaries and therefore with pay inflation would actually be slightly higher in future years, leading to a slightly shorter payback period as well. Naturally, the transformation programme was about much more than any financial benefit, delivering real change to the culture and management of the Council for years to come.

6.6 Internal Audit made a recommendation in their report that a formal budget for the transformation programme should be set at the outset. However, this was not done, with spend being based on available funding and the reasonableness (in the view of the Section 151 Officer) of the spend proposed. In part this was because some of the decisions around redundancies could, and did, have significant costs and it would be impossible and improper to predict at the outset which staff may be made redundant. The Section 151 Officer was content that the careful monitoring and approval of costs as they were incurred was sufficient control.

7 LEGAL IMPLICATIONS

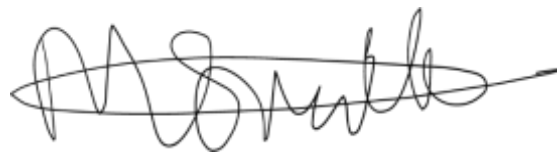
7.1 There are no legal implications arising from this report.

8 HUMAN RESOURCES IMPLICATIONS

8.1 The Transforming Together programme impacted all staff in the Council. There are no specific Human Resource implications related to this programme closure report.

9 EQUALITY AND DIVERSITY IMPLICATIONS

9.1 An Equality Impact Assessment has not been completed as no decision is being made.



Mykela Smith

Assistant Director People and Engagement

Background Papers:-

Transforming Together – Corporate HR Update Report, Staff Appointments and Review Panel (Agenda Item 3, 27 February 2024)

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Programme Closure Report			
Programme Name:	Castle Point Borough Council Transforming Together (TT)		
Commenced:	March 2023	Delivered:	March 2024
Programme Sponsor:	Angela Hutchings (PS), Chief Executive Officer (CEO)		
Senior Responsible Officer (SRO) & Core TT Programme Team Member:	Deborah Cook, HR and OD Transformation Lead (secondment from Essex County Council)		
Programme Management Services & Core TT Programme Team Member:	Angela Hogg (PM), AURUM Business Solutions Ltd (via EELGA Framework)		
Communication and Engagement Services & Core TT Programme Team Member:	Dominic Chessum (DC), Chessum Communication (via EELGA Framework)		
Workforce Development Services & Core TT Programme Team Member (from Sept 2024):	Liz Raczi (LR), Cultural Change and HR Specialist (via Hayes Recruitment)		
Finance/Budget Lead:	Lance Wosko (LW), Assistant Director (AD) Finance and Procurement (S151)		
Job Evaluation Lead:	Emma Sayers (ES), HR Specialist (via Hayes Recruitment)		
Organisation Redesign Support:	East of England Local Government Association (EELGA) – commissioned specialist HR Associates		
Date of Report:	20 th February 2024 (Final Draft version 1)		

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1. Purpose of this Document

A Programme Closure Report is a document which formalises the closure of a programme. It provides confirmation that the criteria for client acceptance have been met and requests sign-off from the Programme Sponsor to close the programme.

This TT Programme Closure Report includes:

1. Purpose of this Document

- Confirmation that each completion criterion has been met
- An overview of the programme, deliverables and achievements
- A list of:
 - Outstanding business as usual activities and risks
 - Closure actions (to hand over programme deliverables/documentation and release resources)
- Lessons learned
- Request for project closure approval

2. Reason for Programme Closure

The TT Programme has reached its planned end date, having delivered its agreed key milestone deliverables and objectives:

- The core TT programme team was decommissioned by 22nd March 2024
- The TT Programme Delivery Team was decommissioned after holding its last meeting on 13th February 2024
- The TT Programme Review Board was decommissioned after holding its last meeting on 27th February 2024
- A BAU Plan was phased and fully implemented by 22nd March 2024, to ensure the successful transition of ongoing transformation activities and considerations to assigned CPBC AD leads – officially closing the TT Programme and moving transformation to the Council’s business as usual

3. Completion Criteria

The following completion criteria have been met -

Criteria	Completion Status
Objectives – as defined in the programme ‘vision’ and strategic objectives	Achieved
Quality - as defined in the 31st May 2023 report to Special Full Council to the required quality	Achieved
Time – delivered within the agreed timeframe	Achieved
Budget – as confirmed in the attached budget slide (18 th February 2024) from Lance Wosko, AD Finance and Procurement (S151)	The bottom-line position shows a £48k overspend. However, as some of the forecast costs will fall in 2024/25 the expected 2023/24 position is largely within the available budget.

4. Programme Summary

The CEO was appointed in July 2022 and commissioned an LGA Decision Making Accountability review (DMA) in November 2022. Findings of the DMA review laid the foundations for the Council’s new Target Operating Model (TOM) from 1st November 2023 and the major transformational change required.

The DMA report highlighted six key findings, forming the basis of the Council’s transformation change programme (Transforming Together TT):

4. Programme Summary

1. Less bureaucracy and layers of staff
2. Silo working created confusion in reporting lines and affected collaborative working
3. Information could be shared better through digital solutions to improve the customer journey
4. A fragmented culture promoted independent working and decision-making
5. Lack of understanding around roles/responsibilities resulted in duplication of effort and impeded day-to-day-work. Activities very often not designed/carried out with the customer journey in mind
6. Poor communication manifested itself through old fashioned ways of working, with no strategy or process for proactive staff engagement and hear their voice

At a Special Meeting of Full Council on 31st May 2023 (copy attached to this report), information was provided regarding the Council's transformation programme to implement change and enable its modernisation. The contents of the report were noted, including the provision to fund the TT programme through earmarked reserves totalling £1.14m.

Vision and strategic objectives of the TT Programme -

- To right size and shape the Council -
 - Defining and upskilling the workforce to ensure it has the right skills and capabilities at the right cost to establish the foundations for the Council to transform into a modern, customer focused and financially sustainable organisation
 - The targeted use of digital technologies to enhance and improve the customer experience, along with defining the digital capabilities of the workforce to be effective

The Council was also undertaking a project to implement job evaluation and a single status agreement. This project is managed outside of the TT Programme but there is an inter-relationship between them. This commenced with Tier 2 and 3 roles being job evaluated using the Senior Manager Job Evaluation Scheme to inform pay and grading. Work is now being taken forward for all posts below Tier 3. This is a considerable exercise, adding to the overall complexity, dependencies and volume of what needed to be delivered within the overarching transformation activity.

Programme governance included regular reporting to Members through the TT Programme Review Board (PRB), and as required providing updates/seeking approval via Overview & Scrutiny, the Staff Appointment and Review Panel, Cabinet and Full Council.

The TT Programme ran from March 2023 to March 2024 inclusive, and formally closed through the Programme Sponsor's sign off of this report and decommissioning of temporary TT core programme resources.

A glossary of TT terminology to assist with reading this report and a process flowchart reflecting the agreed governance and reporting can be found as attachments to this document.

5. Programme Delivery and Celebrating Success

The following (below) were commissioned/established to ensure a robust approach to programme governance and decision making, to ensure transformation moved forward at pace, with progress and risk being managed effectively. Key deliverables are also highlighted.

- Core TT Programme Team
 - Led by the SRO, supported by the TT Programme Manager, to deliver the transformation programme and achieve agreed key milestones within the TT Programme Plan, which details all aspects of the programme's focus, activity and priorities

5. Programme Delivery and Celebrating Success

- Ensuring all activities were aligned and connected to key objectives – a modern Council focused on customer experience
- Meaningful and transparent communication/engagement with staff
- Alignment to other significant activities, including council-wide job evaluation
- Robust programme management in place, including programme planning, risk management and highlight reporting, led by the Programme Manager
- TT Programme Delivery Team (PDT) – to implement the programme’s vision and give confidence and assurance in relation to the successful delivery of TT
 - To ultimately support the delivery of all aspects of the TT Programme
 - Meeting frequency, roles and responsibilities as detailed within the attached PDT Terms of Reference
- TT Programme Review Board (PRB) - with Member representation having oversight of TT
 - The forum where elected councillors gained oversight of all aspects of the TT Programme, to provide assurance to the Council through its existing corporate governance routes
 - Meeting frequency, roles and responsibilities as detailed within the attached PRB Terms of Reference
- TT Check, Challenge and Probe group (CCP)
 - A critical part of the TT New Ways of Working (NWoW) process, with the core group consisting of Finance, Legal, HR, Internal Audit, Counter Fraud and IT/Digital leads, with subject matter expertise in key niche areas as required
 - Acting in a peer review capacity to assess the feasibility and viability of recommendations put forward within invest to save NWoW business cases
 - Process, roles and responsibilities as detailed within the attached CCP Terms of Reference
- The four TT workstreams
 - **Organisation Redesign** – led by Deborah Cook, SRO
 - Reviewing the Council's current establishment model following the DMA recommendations to create and implement a new organisation design (TOM) and job evaluation
 - The structures at Tier 2 (Director) and Tier 3 (Assistant Director) were prioritised to create the new TOM go live from 1st November 2023 and support the desired cultural shift
 - **Workforce Development** and Key Change Champions (KCCs) – led by Deborah Cook / Liz Raczi supporting
 - Ensuring staff are supported and developed to possess the right skills and knowledge - recognising the need to drive cultural transformation and bringing people along was a key priority of TT
 - Support to Members was also considered within this workstream
 - The KCCs have been instrumental to the success of TT – a group of self-nominating staff, working alongside the CEO and Leadership Team. They play a crucial role as agitators for change by challenging the ways things are done and bringing fresh ideas:

5. Programme Delivery and Celebrating Success

- Co-developing the Council's new values and behaviours (launched 4th December 2023), which was a critical part of shifting mindsets to a culture of improvement, innovation and solution-orientated focus
- Additional projects led by the KCC's include a staff recognition scheme (observing positive values and behaviours), a concept agile working model office and a community-focused staff volunteering scheme
- o A tailored Leadership Development Programme, 1:1 coaching, and Personal Development Plans are in place to support those appointed to new Tier 2 and 3 roles
- o Change readiness and cultural values and behaviours surveys have been conducted with all staff to temperature check and measure progress, respond to any queries, and focus attention on any areas of concern

- **Communication and Engagement** – led by Dominic Chessum
 - o As would be expected with such an extensive transformational change programme, there has been a considerable focus on comms and engagement, which included:
 - TT staff newsletters [link to all editions](#) – published monthly
 - TT on a page – regular publications for Members
 - Catering for accessibility considerations to ensure maximum reach
 - Podcasts and explainer videos, e.g. what does a new TOM mean, what is a NWoW invest to save business case
 - A process to respond to staff questions (FAQs)
 - Face-to-face staff briefings by CEO and Directors
 - Production of a Communication Development Strategy
 - o Open, honest, timely and transparent communication and engagement throughout TT has ensured that change is embedded as the organisation continues to evolve and improve

- **New Ways of Working (NWoW)** – led by Deborah Cook, SRO
 - o The development of invest to save NWoW business cases, focusing on digital solutions and enhancing the customer experience
 - o Providing the Council with an opportunity to rethink how it currently operates – forms, systems and processes - challenging the 'we've always done it this way' to deliver more effective, efficient and joined up working practices
 - o Working collaboratively, service leads determine the right options for the Council before going through the agreed governance route, to include CCP review
 - o One NWoW invest to save business case is currently in progress, focussing on a proposal for a new CRM system

Summary key TT deliverables and celebrating success

- TT Programme Team and core documentation in place – March 2023
- Organisation Redesign Consultations (Tiers 2 & 3) May to September 2023
- Staff surveys – May and October 2023

5. Programme Delivery and Celebrating Success

- New Ways of Working invest to save business cases taken forward – process, governance and documentation agreed by TT PDT September 2023
- Tiers 2 & 3 appointments and training/development – from 1st November 2023
- New TOM go live – 1st November 2023
- Culture Audit – December 2023
- Launch of new Values and Behaviours – 4th December 2023
- Leadership and Development for with new Directors and ADs launched with Start Well Session – 18th December 2023
- PDT and PRB meetings, KCC engagement and TT staff newsletters throughout the programme
- Programme closure, decommissioning of core temporary TT resources and full transition of continued transformation to BAU CPBC leads – March 2024

6. Progress and Impact – *what has been achieved by TT to date*

- Right Size, Right Shape, Right Cost
 - Rightsizing the senior leadership structure (Tiers 2 & 3)
 - Tier 2 reduced from 7 to 3 headcount
 - Redesign of TOM informed by DMA findings
 - Tier 3 clearly defined layer of leadership and the creation of 12 new Assistant Director posts
- Right People, Right Skills
 - New Senior Leadership Team – 53% internally appointed
 - 179 applicants for new posts (internal + external)
 - Inclusive process - Members part of the assessment process for all roles
 - Individual PDPs for senior leadership team appointees
- Inclusive Culture Practices
 - 13 Transforming Together Staff Newsletters - Average readership rate 83%
 - 158 staff participating in values & behaviours workshops
 - 4,740 identified personal, current and desired values sets
- Staff Engagement
 - 2 x TT surveys – 100% increase in participation rate between 1st and 2nd edition
 - 90% of respondents keen to adopt new ways of working
 - 10% of staff self-nominated to join the KCC network

7. External Validation and Assurance

The CEO commissioned an internal audit to give further assurance that the TT Programme was being effectively and robustly managed, with the following objective:

- *The objective of this review was to assess the robustness of the programme management arrangements of the Transformation Together Programme which are aiming to right size and shape the Council, defining and upskilling the workforce to ensure it has the right skills and capabilities at the right cost to establish the foundations for the Council to transform.*

This audit, conducted by PwC, focused on reviewing key management controls of the TT Programme, involving detailed testing around the programme governance structure, roles & responsibilities, programme delivery and risk management. PwC reported (Feb 2024*) the following against key themes:

- **Programme governance** - as a means to provide oversight and challenge, ensure decisions are taken at the right level and to ensure decisions are based on complete, accurate and timely information
 - No improvements or exceptions were identified to the programme management arrangements
 - Two findings and recommendations were made in relation to financial budget setting and reporting, and programme spend reporting – please see number 13 in Section 9 ‘Lessons Learned’
- **Roles and responsibilities** – ensuring roles and responsibilities are clear, content of meetings were in line with roles and responsibilities and all groups were operating as had been intended
 - No improvements or exceptions were identified
- **Programme delivery** – clear direction in the delivery of the programme, with a programme plan and highlight reporting in place to support the achievement and tracking of planned benefits (financial and non-financial)
 - No improvements or exceptions were identified
- **Capacity and capabilities** – indicators to identify any concerns regarding programme capacity and/or capability to deliver the required programme activities effectively
 - No improvements or exceptions were identified
- **Risk management** – an effective risk management process is in place with programme risks identified and managed effectively
 - No improvements or exceptions were identified

* *Please note:* the contents of the above are made based on the draft audit report and findings provided (dated 19th February 2024) and may need to be updated once the final signed off report is shared.

In addition, an LGA Corporate Health Check conducted on 12th December 2023 clearly identified significant improvements achieved through the TT programme, as outlined in their report:

- *“CPBC has made significant progress, against its transformation plans and is a completely different organisation”. “The Chief Executive has been instrumental to the positive changes”. “There have also been positive changes to the council's approach to communications and engagement, with a new and highly positive Castle Point Together Magazine being launched that clearly explains CPBC's desire to change and improve.”*

It is hoped further recognition will be achieved through the Council's entry for the 2024 Public Services People Managers Association (PPMA) Best Workforce Transformation/Change Initiative Award, whereby shortlisting is due to be announced on 21st February 2024.

8. Outstanding Items – Risks and Activities

A seamless and planned transition from the TT Programme to BAU is a critical consideration in the continuing success of transformation at CPBC.

This section considers two important aspects – the handover to CPBC leads of ongoing TT activities and risks into BAU.

• **Handover of ongoing activities to BAU**

A BAU Plan has been executed, with the SRO, supported by the PM, leading on the handover of different aspects of TT to Ben Brook (BB) AD Performance, Policy and Customer and Mykela Pratt (MP) AD People and Engagement.

The table below details various considerations and their status – *Please note:* The Teams channels set up by the SRO for TT will be assigned to the relevant CPBC leads by the SRO before the end of their secondment. The SRO has made arrangements for the AD People and Engagement to have full access to all TT documentation held in the main and sub channels.

No.	Consideration	Status	Handover/Documents	BAU Lead
1	Organisation Redesign for Tiers 2 and 3	Following staff consultations – moved to BAU 1st November 2023, (with TT, ECC and EELGA HR [psychometric] support continuing until recruitment to all new TOM posts/22nd March 2024)	SRO has handed over all TT Tiers 2 and 3 consultation and recruitment documents and information to MP/HR Team	MP (HR Team)
2	Payroll & systems updates	Moved to BAU 1st November – updates captured through joiners and leavers process and iTrent system	SRO has handed over the TT payroll and systems tracker used to MP/ HR Team (for legacy reference purposes)	MP (HR Team)
3	New Ways of Working	Handed over as BAU 30 th January 2024 <ul style="list-style-type: none"> NWoW invest to save business case documents NWoW CRM group documents (Teams Channel managed by Mike Greenwood, ICT Manager) 	PM has handed over TT NWoW documents to BB: <ul style="list-style-type: none"> Business case template, guidance and appendices CCP guidance and ToR Business process map CRM Group documents – work plan, previous meeting notes/agendas etc 	BB
4	Comms & Engagement	Final TT Staff Newsletter issued 13 th February 2024 DC to continue to provide comms support to MP under BAU until end July 2024, including replacement TT newsletter etc	DC has handed over TT comms documents to MP, including comms service review/business case Agreed with PS that TT editions will remain live and accessible on Chessum Communication server until they can be moved over or if no longer needed	MP
5	Workforce Development	From March 2024 - take forward continuing initiatives incl. training and development, staff surveys,	LR has handed over TT Workforce Development	MP

STAFF APPOINTMENTS & REVIEW PANEL
– 23 July 2024

Item 4
Appendix 1

		embedding values and behaviours, supporting KCCs LR to continue to provide workforce development support to MP under BAU until end July 2024	documents and information to MP	
6	Service reviews	Road Map agreed by Senior Leadership Team January 2024 - BAU	PM has handed over service review template, guidance and process map to BB January 2024	BB
7	TT Programme Delivery Team (PDT)	Decommissioned – last meeting on 13 th February 2024	PM has copied all TT PDT documentation to Teams 'Internal Audit' folder to handover to BB for legacy reference purposes on 19 th March 2024	BB
8	TT Programme Review Board (PRB)	Decommissioned – last meeting on 27 th February 2024	PM has copied all TT PRB documentation to Teams 'Internal Audit' folder to handover to BB for legacy reference purposes on 19 th March 2024	BB
9	Job evaluation	In progress against agreed project plan as part of BAU	ES has briefed MP on JE and continues as part of BAU	MP
10	TT core temporary/commissioned resources	All core TT PDT commissioned resources to cease by end March 2024 – <ul style="list-style-type: none"> • SRO – 22nd March 2024 • PM – 19th March 2024 • DC – move to BAU support from March to end July 2024 • LR – move to BAU support from March to end July 2024 • ES - move to BAU support from March to end July 2024 • EELGA HR support – end March 2024 	PM meet with SRO 19 th March 2024 to sign off TT Programme closure report – SRO to share with TT Programme Sponsor and gain sign off and programme closure SRO and PM to meet with MP and BB for final handover 19 th March 2024	SRO
11	TT budget	TT budget considerations part of BAU, with AD Finance & Procurement in liaison with Angela Hutchings/SLT	TT budget slides held within PDT and PRB Teams channels, also provided to BB	LW
12	Lessons Learned	As detailed with this TT Programme Closure Report	Share 'Lessons Learned' within this report with Senior Leadership Team to ensure future projects and programmes benefit from the learning	PS
13	Member engagement	BB to consider that TT has been closed – what is the best way to keep members updated and	n/a	BB

		engaged in continued transformation - in liaison with SLT		
14	Industry/ National Awards	Entry submitted for PPMA award – shortlisting announced 21st February 2024 – unfortunately not shortlisted.	SRO passed details to MP of other transformation awards that may be applied for - <ul style="list-style-type: none"> ▪ LGC Awards 2024 - Home Page (lgcplus.com) ▪ https://www.mjawards.co.uk/enter-now/categories/ 	MP
15	Closure of TT Programme	SRO to undertake final close down activities by 22 nd March 2024 including: <ul style="list-style-type: none"> • Reassignment of any outstanding Teams channels/folders to CPBC leads • Removal of commissioned TT and EELGA resources from Teams channels and any other access • Removal of other resources, such as PwC auditors from Teams area • Decommission any TT mailboxes, e.g. TT consultation inbox • Alert MP to the future need to decommission the JE mailbox • Alert MP to the removal of TT resources retained under BAU from Teams Channels and CPBC emails issued 	na	SRO
16	Risks	Recommendations from the PwC PM internal audit to be captured in the BAU risk register (relating to programme budget)	PM advised BB needs to add once he has received a copy of final internal audit report	BB

• **Handover of risks (from TT to BAU)**

A TT risk register has been in place as a core programme document since the start of transformation, regularly reviewed and managed. An assessment of the status of TT risks has been undertaken by the SRO at the end of the programme (March 2024) and is attached to this report.

As part of the transition to BAU, the SRO met with the AD Performance, Policy and Customer and AD People and Engagement on 6th February 2024 to review ongoing risks into BAU. This new register was presented to the final meeting of PDT on 13th February and PRB on 27th February 2024 and will sit within the Performance, Policy and Customer service and be managed as part of BAU. The latest version dated 13th February 2024 is attached to this report.

9. Lessons Learned – outlined to share and enable consideration for other projects and programmes			
	What worked well?	What could be improved?	Overall rating
1. Stakeholder identification & engagement	<ul style="list-style-type: none"> • Regular engagement with KCCs • Staff surveys – two six months apart • Monthly TT staff newsletter • Staff briefings led by CEO and Directors • Member engagement through TT on a Page and TT PRB meetings • Full Council, Cabinet and SARP reporting • Members participated in the recruitment process 	<ul style="list-style-type: none"> • Degree to which Members have understood and engaged with the TT Programme • Move more from inform to engage and understand 	Very strong
2. Programme resourcing	<p>Dedicated temporary resources in place to deliver TT Programme, ensuring the programme was delivered on time, within budget and to the required quality</p> <ul style="list-style-type: none"> • Senior Responsible Officer • Programme Management Services • Communication Specialist Lead • Change Specialist Lead • Job Evaluation Specialist Lead • EELGA HR resources <p>It should be noted the above core TT Programme team worked flexibly and were resilient through periods of challenge and flux within the transformation to ensure it managed all emerging risks and remained on track</p>	<ul style="list-style-type: none"> • PwC internal audit (February 2024) found no areas for improvement • SRO to be commissioned at the same time as the PM and Comms specialists • Specialist HR/Change resource to be commissioned earlier in the process to enable workforce development workstream to achieve earlier wins and support work of the comms and engagement workstream • Sufficient internal capacity to support the CEO in considering the core TT Programme resourcing and its establishment 	Very strong

9. Lessons Learned – outlined to share and enable consideration for other projects and programmes			
	What worked well?	What could be improved?	Overall rating
3. Comms & Engagement workstream	<ul style="list-style-type: none"> • Methodology and need for comms were established early • Core transformation narrative, positioning of CEO and senior leaders as single point of truth and signposting • Monthly, on time TT staff newsletter and very relevant and comprehensive, giving staff the opportunity for open and honest feedback. Multimedia used to reach difference audiences and successfully land messaging • Tracking of TT staff newsletter user reading and analytics to create evidence of engagement • Strong TT branding reflected on CPBC website used for recruiting to new Tier 2 and Tier 3 posts 	<ul style="list-style-type: none"> • Stronger engagement with KCCs earlier in the programme • Consider how best to engage with newly appointed internal Tier 2 Directors ahead of formal appointment to ensure their understanding and support of TT and giving consistent agreed messaging • This element has been resource heavy, particularly in the absence of an internal comms team 	Very strong
4. Organisation Redesign workstream – (Tier 2)	<ul style="list-style-type: none"> • DMA provided evidence for change and redesign • Early and continuous engagement with Cabinet • Moved at significant pace - a strong piece of work with successful outcome • Consultation process robust and demonstrable reflection of feedback on final proposals • Support offered to internal candidates throughout the whole recruitment process 	<ul style="list-style-type: none"> • Schedule training to Members on separate date to panel interviews to allow more opportunity to feed into the process • SRO to be able to access internal HR support for some of the routine work 	Very strong

9. Lessons Learned – outlined to share and enable consideration for other projects and programmes			
	What worked well?	What could be improved?	Overall rating
5. Organisation Redesign workstream – (Tier 3)	<ul style="list-style-type: none"> • Good decision to split into two phases • Consultation process robust and demonstrable reflection of feedback on final proposals • Strong engagement, 1-2-1s with CEO, consultation inbox • Quality and volume of applications • Commissioning of ECC to lead on external recruitment and attracting the right applicants, including dedicated microsite • Commissioning of two ex-CEO for Member panels to provide Member support • Robust design of assessment day – good mix of presentation and interviews to showcase the applicant • Process robust and transparent • Support offered to internal candidates throughout the whole recruitment process 	<ul style="list-style-type: none"> • Phase 2 of Tier 3 – did not have the breadth and depth of understanding current roles and history, so referred to latest version of role profiles and limited knowledge resulted in a degree of change to the final proposal following consultation that wasn't foreseen/expected. • SRO to be able to access internal HR support for some of the routine work • Member support and training for further potential recruitment 	Good

9. Lessons Learned – outlined to share and enable consideration for other projects and programmes			
	What worked well?	What could be improved?	Overall rating
6. New Ways of Working workstream (NWoW)	<ul style="list-style-type: none"> • Check, challenge and probe (CCP) group established – guidance, ToR and support provided • NWoW invest to save business case templates and guidance created • NWoW CRM group established to support cross council working to develop invest to save business case • Robust governance in place to project approval/drawdown • Business process map in place 	<ul style="list-style-type: none"> • Training/support for business case lead to understand what a good business case looks like • Understanding the governance around service expenditure and financial awareness in relation to considering new ways of working • Road map of potential invest to save business cases to have an overview of all considerations, interdependencies and capacity • Slow progress being made with current (only) invest to save business case in development – a critical part of the continued transformation and digitisation of the council • Ensure agreed approach to the work of the NWoW CRM group and review/sign off process aligns with lessons learned from the Council's previous Housing project, with a clear purpose, involving cross-council service leads and collaborative working • The lessons from the previous Housing project need to be revisited should the CRM project be approved, so that all considerations are addressed in the implementation stage to ensure a robust approach to delivery and achieving the anticipated benefits 	For Improvement

9. Lessons Learned – outlined to share and enable consideration for other projects and programmes			
	What worked well?	What could be improved?	Overall rating
7. Workforce Development workstream	<ul style="list-style-type: none"> • KCCs already established and started work when commissioned specialist change lead started, able to hit the ground running • Values and behaviours co-designed and launched, with Member buy in • High engagement and energy in culture, values and behaviours workshops • KCC group very engaged with good cross-council representation, willing to get involved. Group has grown in confidence in their roles as ambassadors of change. Viewed as a credible group, working collaboratively to break down silos/barriers, with self-nominations still being received • Leadership and development programme had already been considered, so could be taken forward at pace with all participants fully engaged and starting to work collaboratively • Personal Development Plans (PDPs) in place for Tier 2 and Tier 3 with coaching and support • Momentum of continuous change achieved through the KCCs • Strong and effective comms and branding around values and behaviours 	<ul style="list-style-type: none"> • Representation from the waste service as part of the KCC group • PDP 121 coaching session should be seen as mandatory – have been offered, but not all have taken up • Links to previous comment (Programme Resourcing) – earlier commissioning of specialist change consultant within the TT Programme (towards start of the programme) • Lack of responsiveness and feedback from staff when proposals are put out via the KCCs – needs additional support from the Assistant Directors 	Very strong

9. Lessons Learned – outlined to share and enable consideration for other projects and programmes			
	What worked well?	What could be improved?	Overall rating
8. Risk identification, prioritisation & treatment	<ul style="list-style-type: none"> Regular review of risks and risk management between SRO and PM and governance routes Standard agenda item for TT PDT and TT PRB meetings New and escalated risks identified within monthly highlight reporting Full risk review meeting before transfer of TT into BAU and workshop with AD People and Engagement and AD Performance, Policy and Customer Risk assessed based on likelihood and consequences and could be adjusted as needed 	<ul style="list-style-type: none"> PwC internal audit (February 2024) – considered robust and effective and found no areas for improvement 	Very strong
9. Project governance (Board, reporting, CCP)	<ul style="list-style-type: none"> TT PDT monthly meetings and ToR TT PRB (quarterly then monthly) meetings and ToR Check, Challenge and Probe (CCP) briefing, guidance and ToR TT Process Flowchart Full Council, Cabinet and SARP reporting 	<ul style="list-style-type: none"> PwC internal audit (February 2024) - considered robust and effective and found no areas for improvement 	Very strong
10. Project delivery & handover to BAU	<ul style="list-style-type: none"> TT move to BAU plan developed and executed Onboarding by SRO with all new Directors and ADs Dedicated sessions with Directors and ADs re TT and the move to BAU Risk review workshop with AD People and Engagement, and AD Performance, Policy and Customer to ensure seamless transition to BAU for ongoing risks Presentation to the final TT PDT and TT PRB meetings led by AD People and Engagement and AD Performance Policy and Customer on transition arrangements into BAU to ensure continued successful transformation 	<ul style="list-style-type: none"> Timing in the sense that there are many conflicting priorities and Directors and ADs are new to post (some external) 	Very strong

9. Lessons Learned – outlined to share and enable consideration for other projects and programmes			
	What worked well?	What could be improved?	Overall rating
11. Programme documentation	<ul style="list-style-type: none"> • Handover of TT PM core documentation to the AD Performance, Policy and Customer including - <ul style="list-style-type: none"> - Master programme plan (as at March 2024) - Risk register (as at March 2024) - BAU risk register (from March 2024) - Highlight reports - PDT and PRB agendas and meeting notes - NWoW invest to save business case template and guidance - Service review template and guidance - Glossary of Terms - Relevant ToRs – PDT, PRB and CCP - Benefits tracker - Payroll and systems tracker - Recruitment tracker - TT Process Flowchart (dated October 2023) - TT NWoW and Service Review process maps - Budget position (documents provided by Lance Wosko) • Teams storage of all TT documents with access to the core TT Programme Team – now handed over under BAU by the SRO and PM to CPBC AD leads (Ben Brook AD Performance, Policy and Customer, and Mykela Pratt AD People and Engagement) 	<ul style="list-style-type: none"> • PwC internal audit (February 2024) - considered robust and effective and found no areas for improvement 	Very strong

9. Lessons Learned – outlined to share and enable consideration for other projects and programmes			
	What worked well?	What could be improved?	Overall rating
12. The core TT programme team and its delivery of programme objectives	<ul style="list-style-type: none"> • Delivery of all agreed TT requirements, on time and to required quality • Strong performance by the team - significant challenges faced, agile working, management of key risks and requirement to move at pace all achieved • Effectiveness of the TT Programme Sponsor in leading the transformation – drive, passion, resilience and clarity of decisions • The right mix of skills and experience to provide the Council the necessary capacity to deliver TT 	<ul style="list-style-type: none"> • PwC internal audit (February 2024) - considered robust and effective and found no areas for improvement 	Very strong

**STAFF APPOINTMENTS & REVIEW PANEL
– 23 July 2024**

**Item 4
Appendix 1**

<p>13. Other lessons learned</p>	<p>From the PwC internal audit (report February 2024) – findings and recommendations -</p> <ol style="list-style-type: none"> 1. Financial budget setting and reporting, where we identified that a detailed budget (detailing how, when or what costs are expected to be incurred) had not been set prior to or during the initial phases of the programme 2. programme spend reporting, which is currently being issued inconsistently, without proper review and with inaccurate data identified in the December 2023 report. 	<ul style="list-style-type: none"> • Assign a project accountant dedicated to the programme/project to keep SRO apprised of budget considerations • Delegation of funds to enable the TT programme to deliver effectively and in a timely fashion • <i>From the PwC internal audit</i> - Develop a budget for the Transformation Together Programme based on estimated costs and available funding. If the available funding is not adequate to cover the identified costs, then early intervention should take place with consideration of additional sources of funding or reduction in scope to prevent overspending. • <i>From the PwC internal audit</i> - Formalise the budget reporting process to include a reporting frequency and review and approval process. 	<p>For Improvement</p>
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10. TT Programme Closure Report – Sign Off and Programme Closure			
<ul style="list-style-type: none"> • To note the successful delivery and closure of the TT Programme • To monitor the completion and mitigation of ongoing BAU activities and risks 			
Name	TT Role	Sign Off	Date
Angela Hogg	Programme Management Service Provider	I confirm the contents of this report are correct to the best of my knowledge and ability	19 th March 2024
Deborah Cook	Programme Senior Responsible Officer	I confirm the contents of this report are correct to the best of my knowledge and ability and will complete remaining actions as SRO by 22 nd March 2024	
Angela Hutchings	Programme Sponsor	I note the contents of this report and formally close the TT Programme	
<p>TT attachments to this report:</p> <ol style="list-style-type: none"> 1. Master programme plan (as at 20th February 2024) 2. Risk register (presented to PRB 30th January 2024) 3. Risk register (BAU from March 2024) 4. Budget position (as at 19th February 2024) 5. Special Full Council meeting 31st May 2024 report 6. Glossary of Terms 7. Process Flowchart 8. PDT ToR 9. PRB ToR 10. CCP ToR 			