

## **AUDIT AND GOVERNANCE COMMITTEE – 7 March 2018**

### **UPDATE ON THE COUNCIL'S FIT FOR THE FUTURE TRANSFORMATION PROGRAMME**

**Report by Assistant Chief Executive**

#### **Introduction**

1. The next stage of the county council's Fit for the Future transformation programme is now underway. The programme will ensure that in the future the council will be sustainable, resilient and can achieve better outcomes for our residents as well as addressing our financial challenges.
2. The work that was carried out last summer and developed over the autumn showed how staff, right across the council, were collectively spending their time. It demonstrated that relatively low proportions of effort were focused on front line service delivery and that our support processes and systems need improving.
3. In response we have now started an intensive programme of work to address these issues and design in detail how we will work in the future. With the help of PwC, we are focusing on investment in new ways of working and better use of digital technology to reduce costs further and improve customer service.
4. This will ensure we both meet residents' needs and can work more effectively and efficiently internally with the intention of achieving savings of between £33m-£58m per year, enabling political choices to be made about investment in services.

#### **Background**

5. Like all councils, Oxfordshire County Council has had to manage a significant reduction to government funding since 2010 whilst also coping with rising demand for services, particularly adult and children's social care. We have saved more than £300m per year in this period, with most of this money being used to meet growing demand for social care.
6. The council has become significantly more efficient since 2010, including by reducing 'back office' costs, sharing HR and finance services with Hampshire County Council, and reducing the number of managers. We did this to minimise cuts to services but given the scale of savings required, there have also been service reductions such as removal of bus subsidies and reduced funding for universal children's services such as 'stay and play'. Funding for roads maintenance has also reduced.
7. Since 2010 services have been redesigned to focus on people in greatest need, while working with the community and voluntary sector to increase capacity for 'community self-help'. This has enabled libraries to stay open, and community services for children and adults to start up.

8. However we have reached the limit of what we can achieve without a fundamental rethink about how the organisation operates. This has been recognised by Council and, as part of the budget setting process in February 2016, a transformation savings target of £15m per year was built into the medium term financial plan. Given the need to take an invest to save approach a budget of £6.5m was allocated by Cabinet for activity to support this work.
9. Since then there have been a number of phases of work:
  - **Phase 1** – This work was reported to Audit and Governance Committee in September 2017 and is not the focus of this report. Annex 1 provides an update on delivery of phase 1 ‘enabling’ projects.

**Activity Analysis** - As part of the phase 1 work, during the summer of 2017 and with the support of PwC, an ‘activity analysis’ was undertaken by all staff and the results were provided in September 2017. This identified a number of significant issues as outlined in detail below. Consequently we took stock of the work to date and determined that further analysis into these issues was required.
  - **Phase 2** - undertaken in partnership with PwC, between October 2017 and January 2018 focused on developing a further understanding of the issues identified in the activity analysis, starting to develop a new operating model for the council and putting in place a new cross-council governance structure for transformation activity. This work resulted in a comprehensive ‘case for change’, further details are set out below.
  - **Phase 3** - started in February 2018. Further details are set out below.
10. In addition to the timeline above it is worth explaining how the council’s work on local government reorganisation has informed our internal thinking about the way that the council operates:
  - In February 2015 the council faced a threat to its future when work that had been done collectively with local partners on devolution was used by local district councils to generate a proposal to replace the county council and district councils with four small unitary councils extending beyond Oxfordshire’s boundaries into Gloucestershire and Northamptonshire.
  - In response the county council considered a number of different options for local restructuring and undertook significant work to understand the opportunity that bringing together two tiers of local government services could offer for residents, taking advantage of the opportunity to fundamentally redesign the way that we work. This work focused on the benefits that a strategically driven organisation working across the county area of Oxfordshire could bring when aligned with a very local and strong community focus (articulated as a desire to be ‘more strategic, more local’).
  - As a result of the county council’s work, a unitary proposal known as ‘Better Oxfordshire’, with the support of South Oxfordshire District Council, Vale of White Horse District Council as well the County

Council, was submitted to the Secretary of State for Local government in March 2017.<sup>1</sup> We await a formal response.

- Given the period of uncertainty following the submission of the unitary document and that no decision has been forthcoming over the past year, the council has focused on applying the learning from the unitary work into the county council's organisation and ambitions (with a 'think unitary, act unitary' mentality and an approach that seeks to be both more strategic and more local in its focus). Three examples of how this has transpired are:
  - Through the successful work with the local district councils on a Growth Deal for Oxfordshire bringing over £200m of investment for housing and infrastructure into the county.
  - The new 'thriving communities' vision for the county council as articulated below as well as in more detail through the council's new prospectus<sup>2</sup>:



- In the approach being taken to develop a new way of working for the council as driven through the fit for the future programme, as outlined in this report.

## The Activity Analysis

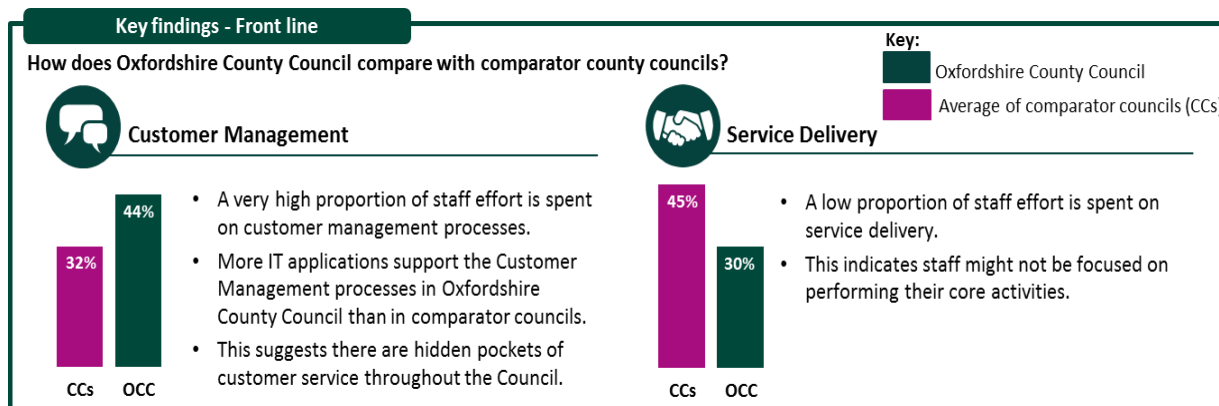
11. In summer 2017 all staff were asked to undertake a questionnaire exploring how they spent their time on a day to day basis. The aim was to provide a scan of the organisation, showing how the Council's workforce apportioned effort across 37 standard local government processes. To collect the data each member of staff allocated the time they spent each week against these 37 processes. Their responses were collated to develop a baseline for the Council and enable an analysis of the extent of fragmentation and duplication of effort across the council, in comparison to other similar councils. The response rate was 56%, with 100% of all job roles covered.

<sup>1</sup> <https://www.better-oxfordshire.org/>

<sup>2</sup> <https://www.oxfordshire.gov.uk/cms/content/our-vision-0>

12. The main findings of the analysis are shown in detail at Annex 2. Key issues to note are:

- a. That a relatively low proportion of staff's collective effort (30%) was spent on delivering services and a relatively high proportion was spent on customer management (44%). In comparison with similar councils we spend a third less total effort on service delivery and a third more effort on customer management.



- b. That there were a very high number (400+) of ICT systems
- c. That there were a very high number of change initiatives (700+) underway.
- d. That staff effort is fragmented across many processes, with over 24% of staff spending 5% or more of their time on six or more processes. This is more than double the figure for comparator councils and indicates more prolific fragmentation at Oxfordshire.

13. The main conclusions from this work were that

**1. Considerable effort is being put into support services, even though some of these services are outsourced.**

Oxfordshire County Council outsources certain aspects of HR, Payroll and Finance, yet the internal effort expended on these processes is higher than the comparator group. This is significant as many of these comparator councils do not outsource this activity. This could indicate the Council is not currently getting the best value out of these arrangements and is indicative of frontline service teams spending excessive time on support processes. The fact that support functions remain embedded in service areas represents an area of opportunity for the Council.

**2. It is possible the Council could be utilising the information it holds about customers more effectively.**

A large proportion of staff effort is spent on Customer Management processes. Processes such as Enquiry Handling and Managing Appointments are supported by significantly more staff effort and IT applications than the comparator group. During the data gathering phase of this work, workshop attendees cited varying levels of concern about their knowledge of customers, citing multiple front doors and inconsistent customer offerings as problem areas. This could indicate that a lack of insight into its customers may be responsible for potential inefficiencies and duplication of effort in Customer Management.

**3. Complex processes, technology and immature digital offerings may be driving some of these characteristics.**

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Leadership teams highlighted that confusing, non-standard processes and out-of-date IT applications were a hindrance to their workforce. This is supported by the activity analysis findings for process heavy areas of work, such as Data Entry & Recording, which seem require more staff effort in Oxfordshire County Council than in the comparator group. Concerns about the low maturity of digital and self-serve offerings for customers were also raised. These factors may be limiting the Council's ability to implement its strategy with the pace and efficiency it desires.

**4. Significantly less effort is being used to deliver services compared to the comparator group.**

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The degree of FTE effort used to perform service delivery is considerably lower in Oxfordshire County Council than the comparator group. This may be caused by staff performing other processes that are not their core activity, as well as a high proportion of services being outsourced rather than being provided directly by the council.

**5. The strategic direction of the Council could be clearer.**

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Uncertainty was expressed about where the Council is heading. It was noted that significant strides have been made in the past eighteen months to improve the Council, but that there was still a lack of certainty over what the Council might look like in the future.

## **Phase 2: October 2017 to January 2018**

14. Given the findings of the Activity Analysis a decision was taken by the Chief Executive to undertake an 'operating model assessment'. This enabled more detailed analysis of the issues identified in the activity analysis and formed the basis of phase 2 workstreams that were undertaken between October 2017 and January 2018, with the support of PwC.
15. The most significant area of this work focused on a more detailed assessment of the council's operating model (the way that we work). A series of cross cutting workshops were held with many staff at different levels and from right across the council, detailed data analysis was undertaken and qualitative sessions held with the council's leadership team and directorate leadership teams for their assessment of current issues and future opportunities.
16. Other work focused on understanding the council's digital and technology environment and working with members and officers to consider future opportunities for doing things differently through the use of technology; and undertaking a detailed analysis of our third party spend environment to consider opportunities for savings through commissioned services.
17. A further workstream was in response to the fragmented approach to transformation projects that had been identified in the activity analysis. A rapid review was undertaken into the governance of transformation projects and supporting programme management arrangements.

## **Revised Governance Arrangements**

18. In December 2017, as a consequence of the workstream on governance, a number of changes were made to the arrangements for the transformation programme. These changes were designed to:
  - Strengthen overall governance and decision making, ensuring coverage of all services, avoiding duplication or gaps, and addressing concerns about the lack of a 'design authority';

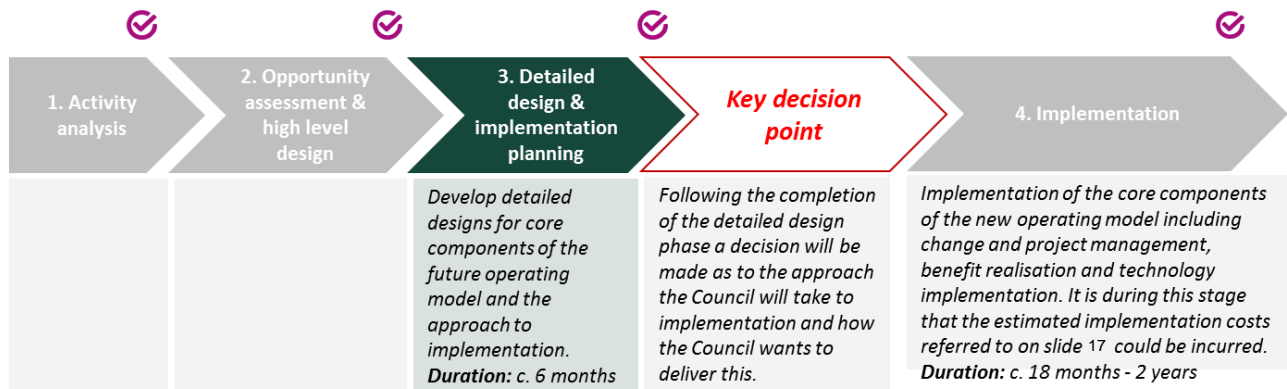
- Promote clarity of arrangements for programme management; ensuring compliance with programme management tools and the council's programme management approach;
  - Refresh the existing processes and templates for the programme management office;
  - Improve the tracking of benefit realisation (financial and non financial benefits).
  - Provide a 'whole council' comprehensive approach as previously the Transformation Board had only focused on some of the overall activity being undertaken across the council (the three 'enabling workstreams in phase 1 work).
19. In December 2017 a new Fit for the Future Board was established, chaired by the Chief Executive, with membership from strategic directors and others. This board now covers **all** transformational activity in the council, acting as a 'design authority' to ensure that there is a single and joined up authoritative approach to decision making on transformation, cutting right across the council. Annex 3 sets out the new arrangements in detail and also shows how directorate and cross cutting working groups feed into the overarching Board.
20. This workstream also changed our arrangements for programme management. A small interim team of staff was pulled into a focused programme management resource for the new Board, to ensure that the Board has oversight and accountability for all transformation projects, and that there is compliance with organisational processes and effective benefit realisation processes in place.

## **The Case for Change**

21. A comprehensive 'case for change' was produced at the end of phase 2. This sets out how designing a new way of working, known as an 'operating model', will put the council in the best position to achieve its vision of thriving communities; ensuring a sustainable and resilient future, addressing rising demand and delivering the best outcomes for residents whilst also meeting financial pressures.
22. It is expected that a new way of working, taking a holistic approach right across the council, will achieve financial savings of between £33m and £58m per year. This will put the council in a strong position for the future, more than addressing expected financial pressures and enabling political choices to be made for example about future investment in services or reduction in local taxes.
23. The investment expected to realise this scale of annual savings is estimated at this stage to be in the region of £17m (a one off cost, to be phased over the period of implementation – likely to be a period in the region of 2 years).
24. The Executive Summary of the case for change is provided at Annex 5. This provides significant detail, including how the savings and costs of implementation could be phased.

## Phase 3: February to July 2018

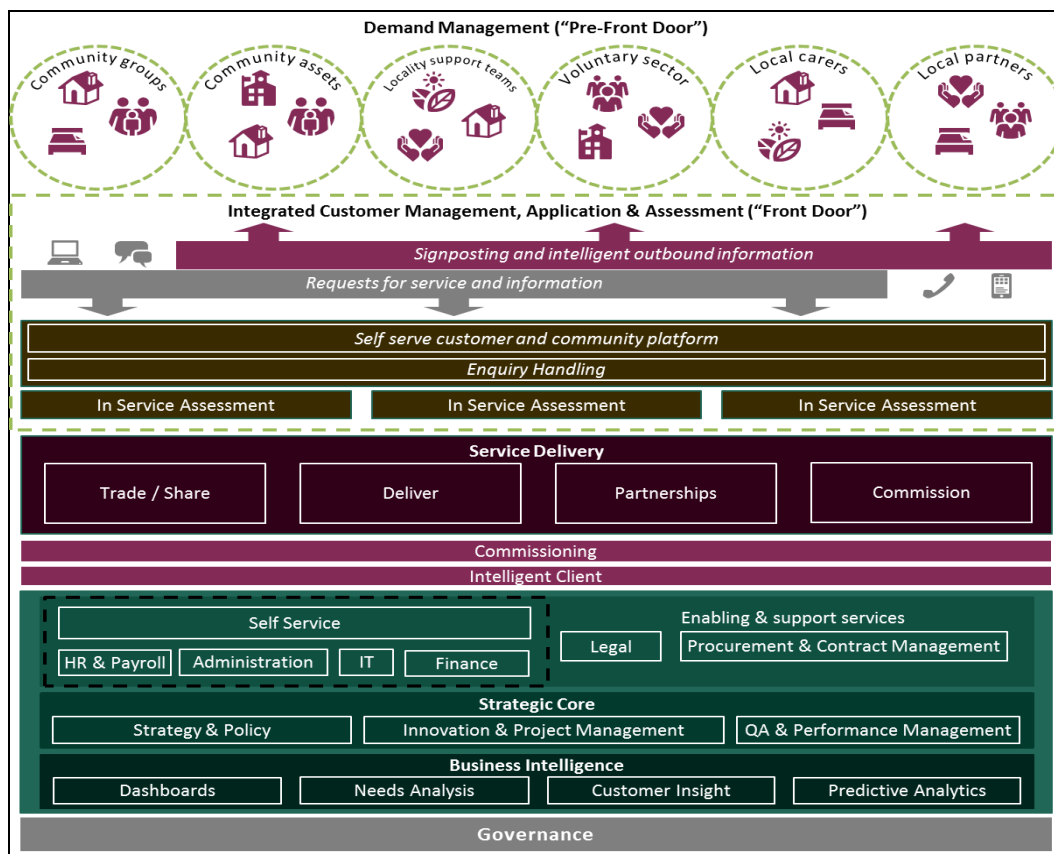
25. To address the opportunities identified in the case for change the council is now progressing work on four workstreams, again in partnership with PwC.
26. This work runs from February to July 2018, at which point a decision will be required about implementation of a new operating model (including on the scale and pace of delivery and how this is best achieved).



27. The four workstreams are set out below:

### Workstream 1: Operating Model design

28. The most significant work is on designing in detail a new operating model for the council. This will develop a new approach to how the council does its business across nine 'layers', with the focus being on taking a holistic whole council approach to designing each layer. Detailed work is now underway, informed by initial work as set out below:



<p>1. Demand Management - "Pre Front Door"</p>	<p>The Council will work with local partners, including community groups and the voluntary sector, to encourage an active role in thriving communities as well as the delivery of services to residents of Oxfordshire. This will not only enable residents to receive services at the most 'local' level possible but it will also act as a "pre-front" door helping the Council to actively manage the demand placed on its services.</p>
<p>2. Customer Management – "Front Door"</p>	<p>The operating model will be built around the concept of integrated customer management with most customer contact being managed by a single contact centre. Some contact will be channelled straight to services such as adult or children's safeguarding. Standardised ways of working and streamlined channels of contact, wherever possible, will enhance the effectiveness and efficiency of this model.</p>
<p>3. Customer Management - "Assessment"</p>	<p>The operating model will focus on establishing a consistent approach to customer assessment with consolidation of application and assessment processes (where appropriate) and underpinned by a consistent framework for assessment allowing both generalist and specialist assessment teams to operate in a consistent manner.</p>
<p>4. Commissioning &amp; Intelligent Client</p>	<p>A commissioning and intelligent client layer will commission services in line with the direction provided by the strategic core both in terms of managing relationships with external suppliers as well as in terms of engaging with the Council's enabling and support services.</p>
<p>5. Support Services - Enabling</p>	<p>The enabling elements of support services will be supported by organisation wide intelligence and insight, integrated systems, slick processes and integrated systems, as well as a clear division of responsibility.</p>



6. <i>Support Services - Transactional</i>	<i>The transactional elements of support services will be optimised through process improvement, improved digital technology, user experience and systems and clear roles, responsibilities and guidance. In particular hand-offs with outsourcing partners will be clear and timely and self serve used only when appropriate.</i>
7. <i>Strategic Core</i>	<i>Strategic Core seeks to consolidate strategic activity from across the organisation in order to optimise efficiency and give clarity on roles and responsibilities. Corporate strategy is also housed as part of the Strategic Core, in order to be central to everything the council does. The strategic core will be supported by high-performing, specialist teams, clear and robust governance and digital technology to improve external and internal user interactions.</i>
8. <i>Business Intelligence</i>	<i>Business intelligence will underpin how the Council operates in the future. Data and information gathered from interactions with customers, businesses and partners as well as our assets and people will be used to feed into insight presented in agreed dashboards. Performance data will inform needs analyses, predictive analytics and ultimately decision making. Using a consistent data set across the council, analytics tools could use digital technology to automatically produce agreed and defined reports to support decision making.</i>
9. <i>Governance</i>	<i>The foundation of the operating model will be based on clarity around governance structures, accountability and responsibility. These will not only provide the foundations of the operating model but will also support and enable each other functional layer in order to enable process to work and decisions to be made.</i>

29. This work will be informed through evidence gathered from the Activity Analysis and other work to date, as well through input to be gathered from 42 facilitated workshops that will involve a wide range of staff as well as councillors.
30. It will be underpinned by a set of design principles that will inform the approach taken to the design of each layer. These have been developed in draft by the council's leadership team and are now being refined, including through sharing with staff and councillors for their views.

Operating Model Component	DRAFT Design principle
Customer Offering	<ul style="list-style-type: none"> <li>Residents are experts in their own lives - they are the best to identify outcomes, inform service design and help themselves within their community.</li> <li>We will hold a 'single record' for each of our customers making it easier for us to understand our communities, manage demand and offer support/ intervention based on need.</li> </ul>
Processes	<ul style="list-style-type: none"> <li>We will design processes around the user and their experience, enabling self-service at every opportunity.</li> <li>We will be transparent about the ways in which we manage risk.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Systems, applications and infrastructure will be designed around business need, with a consistent approach to functional requirements.</li> <li>We will ensure that technology is always an enabler, not a hindrance.</li> </ul>
Information	<ul style="list-style-type: none"> <li>Our decisions will be informed by sound business intelligence and data analytics</li> </ul>
Organisation	<ul style="list-style-type: none"> <li>We will provide transparency, clarity and consistency on roles and expectations across the organisation</li> <li>Accountability will sit at the most appropriate structural and community level</li> <li>We will consolidate strategic and common functions with a clear purpose, maintaining flexibility in local delivery</li> </ul>
People Capabilities	<ul style="list-style-type: none"> <li>We will enable all our people to use their creativity to develop innovative solutions to the challenges we face.</li> </ul>
Performance Management	<ul style="list-style-type: none"> <li>We will measure the right things, through a consistent performance management framework, from corporate outcomes to individual performance</li> </ul>

## Workstream 2: Innovation Jumpstart

31. Innovation jumpstart involves carrying out a small number of quick projects to identify and develop opportunities to use technology to improve our services or efficiency. This builds on the work undertaken as part of the phase 2 work, creating an 'opportunity bank' of around 100 innovative ideas to deliver services differently using digital technology. Of these, ten ideas will be further developed and four then selected to take forward into detailed business cases and prototype development. Some examples of ideas that could be progressed in this way include ways to support older people living independently at home for longer; opportunities to improve the efficiency of home to school transport provision; remote testing of fire alarms; use of drones in emergency situations; use of assistive technology for disabled children etc.

## Workstream 3: Third party spend

32. Phase 2 work identified a list of opportunities to improve the council's approach to procuring external services. This will now be taken forward through the development and execution of three detailed 'strategic sourcing plans' to deliver savings compared to our current procurement approach.

## Workstream 4: Programme management and governance

33. Work continues to embed and strengthen the new programme management and governance arrangements, as set out above.

## Funding Arrangements

34. Funding for all the work to date has been through the £6.5m transformation fund.

35. Funding for any costs resulting from the implementation of a new operating model have not yet been agreed, and will be subject to further consideration by councillors through the usual routes.
36. Initial modelling regarding the potential benefits of moving to a new operating model are identified in the case for change as being in the region of £33m-58m per year, with the costs of implementation being in the region of £17m. The Executive Summary provided at Annex 5 (see page 17) shows that, subject to decisions about the phasing of implementation, the cumulative cost / benefit position of the programme could be positive within one year (ie savings are greater than the costs by year 2).

## **Member Involvement**

37. The Cabinet Member for Transformation, Cllr Lorraine Lindsay-Gale, is overseeing this work.
38. In addition there is close involvement of Cabinet members and Political Group Leaders along with relevant portfolio holders, with monthly meetings to provide updates and enable them to steer this work.
39. The Audit and Governance Committee will continue to receive regular updates on this work, and the committee's views will be sought on issues pertinent to their remit. For example, this could include ensuring that:
  - effective governance arrangements are in place throughout the current phase of work;
  - effective governance arrangements are designed into the new operating model;
  - risks are effectively identified, escalated and managed;
  - and, subject to decisions about implementation, that there are effective mechanisms in place to ensure delivery of tangible benefits.
40. An all member briefing is being held on 12 March 2018. This will provide all members with an update on the work being undertaken and also seek their input into the design principles and the way that local needs and characteristics are being built into the operating model.
41. The Performance Scrutiny Committee is considering the programme on 15 March 2018.
42. Further design input for members will be through locality group meetings that will be arranged in early summer 2018.
43. The decision about implementation, including the phasing and scale of savings allocated, will be for members to take in summer 2018.

## **Staff Engagement**

44. Many staff have already been involved in the work to date, but given the scale of the programme a significant internal communications plan is now being

rolled out. All senior managers were briefed in early February and a face to face presentation and discussion opportunity for all staff is currently being cascaded. In addition the Chief Executive will be undertaking a series of roadshows in early March and this will be an important topic.

45. The council's leadership team are leading the work on the new operating model, with each director taking ownership of an individual layer in the new operating model. They are supported by a lead senior manager who will spend approximately a day per week on this work for the next few months. Each layer also has a working group established to ensure wide input into the design, and broader engagement will be through a large number of workshops for a 'diagonal slice' of staff from different service areas and levels.
46. Unison have been briefed regularly on the work to date and a more detailed communication plan is being developed to inform all unions recognised by the council over the coming months.

## **Partner Involvement**

47. Over the coming period considerable engagement will be required with the council's key partners, to ensure that the work that is being undertaken on the operating model will achieve the best outcomes for residents, and ensure that as far as possible there will be a seamless approach between organisational boundaries.

## **Governance Arrangements**

48. Governance for the phase 3 programme of work (consisting of the four workstreams set out above), is via the Fit for the Future Working Group that meets fortnightly. Members are the Chief Executive, Strategic Directors, Assistant Chief Executive (programme sponsor) and the Director of Finance, with PwC staff also in attendance. The Terms of Reference for this group are provided at Annex 4.
49. Governance arrangements for all transformational activity in the council is through the newly established Fit for the Future Board. Detail is provided in Annex 3.

## **Risks**

50. The risks relating to this programme are being managed through the council's usual processes.
51. The new Fit for the Future board has a monthly update on latest risks and issues and these are proactively managed by the Interim Programme Management Office manager. This report includes an analysis by the Programme Management Office of themed or escalated project risks that require a decision, intervention or active monitoring. These issues are considered formally by the Board at each meeting.
52. Further work is now required to ensure sufficient join up between the Board's risks and the council's strategic risks. This is underway.

## **RECOMMENDATION**

53. **The Committee is RECOMMENDED to:**
- (a) **note the content of this report;**
  - (b) **comment on any issues that are pertinent to the remit of the Committee for example on governance, risk and delivery of benefits;**
  - (c) **provide a steer on how frequently they would like to be updated on this work and whether they would wish to be further involved in shaping the approach taken to governance in the design of the new operating model.**

**Maggie Scott, Assistant Chief Executive**

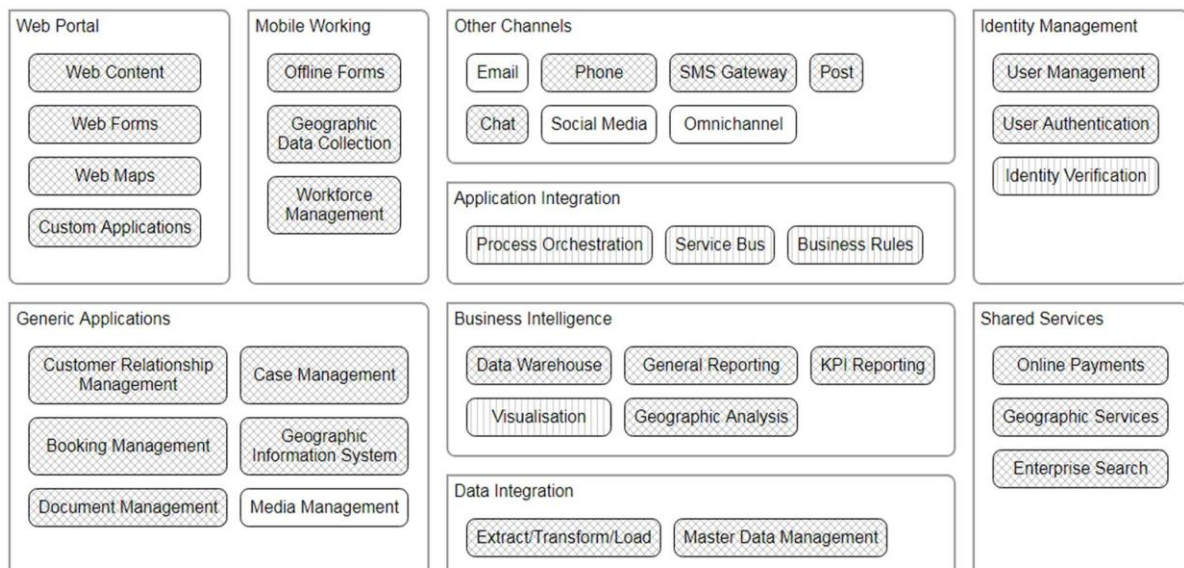
**Background papers: Annex 5 is provided as a separate document.  
February 2018**

## Annex 1: Summary of Phase 1 Transformation delivery to date

Work Digital and Business Efficiencies workstreams (Phase 1 Fit for the Future):

- A fully responsive website (works on all devices)
- Web forms linked to customer records and workflow (tranche 1)
- Single payments solution
- Single geographical information solution (GIS)
- Customer accounts with view of current and historical transactions
- Workflow and business rules capability to configure digital processes and automation
- In-house expertise to configure and develop the platform
- Integration of legacy systems into the digital platform, with gradual replacement of systems going forward; having one set of tools for common business processes.
- Workflow tools to enable on and offline mobile working
- Business Intelligence and Master Data Management Strategy
- Activity Analysis

The following diagram indicates which technical components have been deployed (and procured, but still to deploy) to enable the above criteria.



Legend: deployed recommended

The components provide re-usable capabilities to provide in future iterations of online service development:

- Content
- Applications (forms)
- Booking
- Payments
- Mapping
- Search
- Identity management
- Customer records
- Integration and workflow

A digital services team was established to modernise and improve our current website, online transactions, user experience, and improve workforce processes, covering:

- Web design
- Web content management
- Application development, including automation of processes and business rules
- Data management, exchange and integration
- Spatial data, gazetteer and mapping
- Booking of events and resources
- User led design UX and testing
- Release management

*Work to date has delivered:*

- Day Services Bookings
- Blue Badge Applications
- Residential Parking Permits
- New public site (homepage live)
- Payment Card Industry (PCI) compliant online and telephony payments
- Fire Rescue Service Protection Inspections
- Special Educational Needs Transport Booking
- 7 Intranet Map Applications
- 6 teams migrated to single GIS platform
- Connecting You 3707 / 4187 (89%) staff hardware replacement and upgrade to Windows 10 / Office 365
- Better Broadband 95% delivered December 2017 (top 25 nationally)
- Digital Assistance – Partial integration of Customer Service Centre / Library service to provide face to face support to customers 'digital assistance' for council services

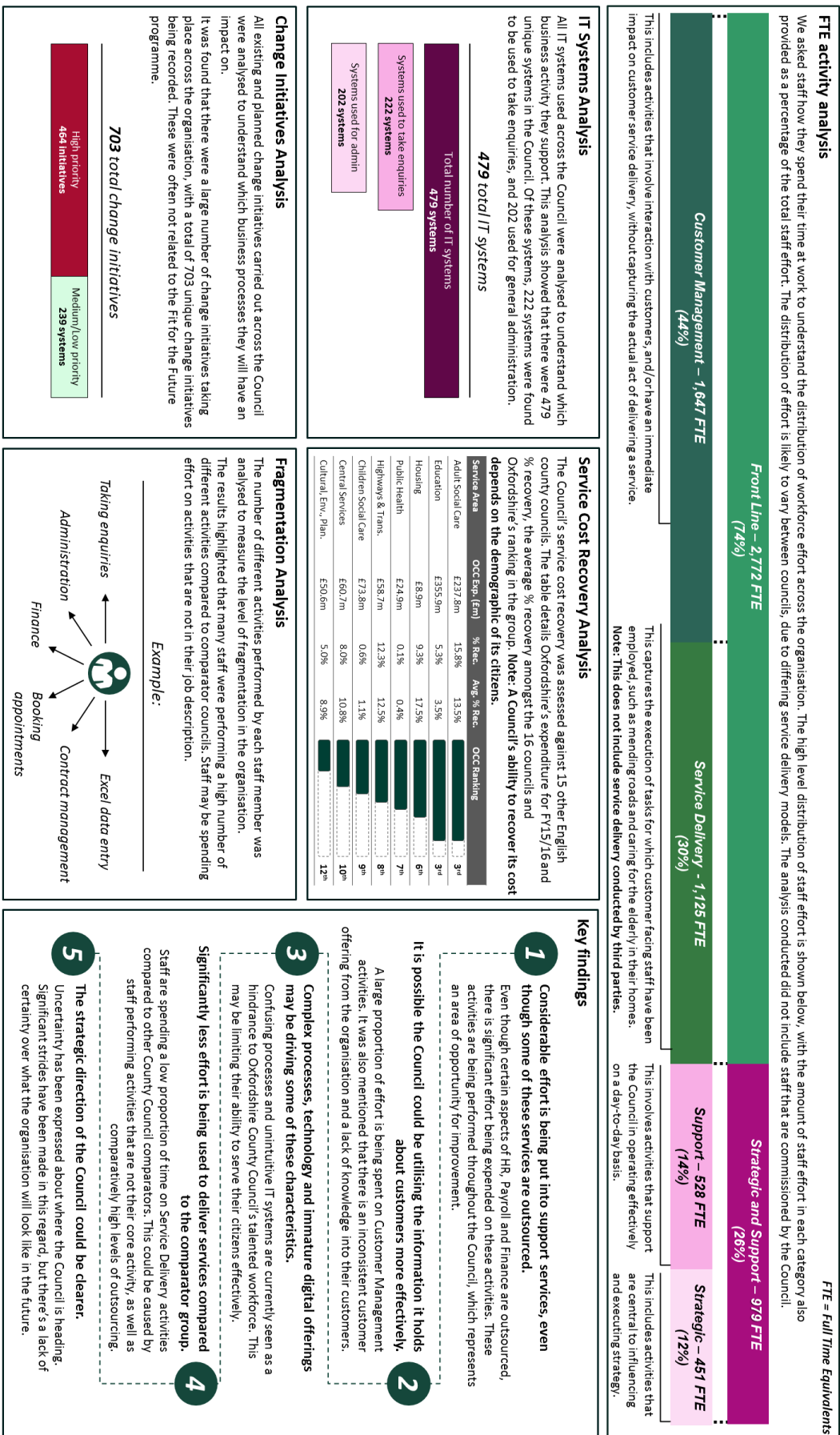
Website Content Review - 1600 web pages reviewed:

- 296 pages removed
- 338 emails removed
- 643 phone numbers removed
- new governance rules in place

Legacy (decommissioning and replacements)

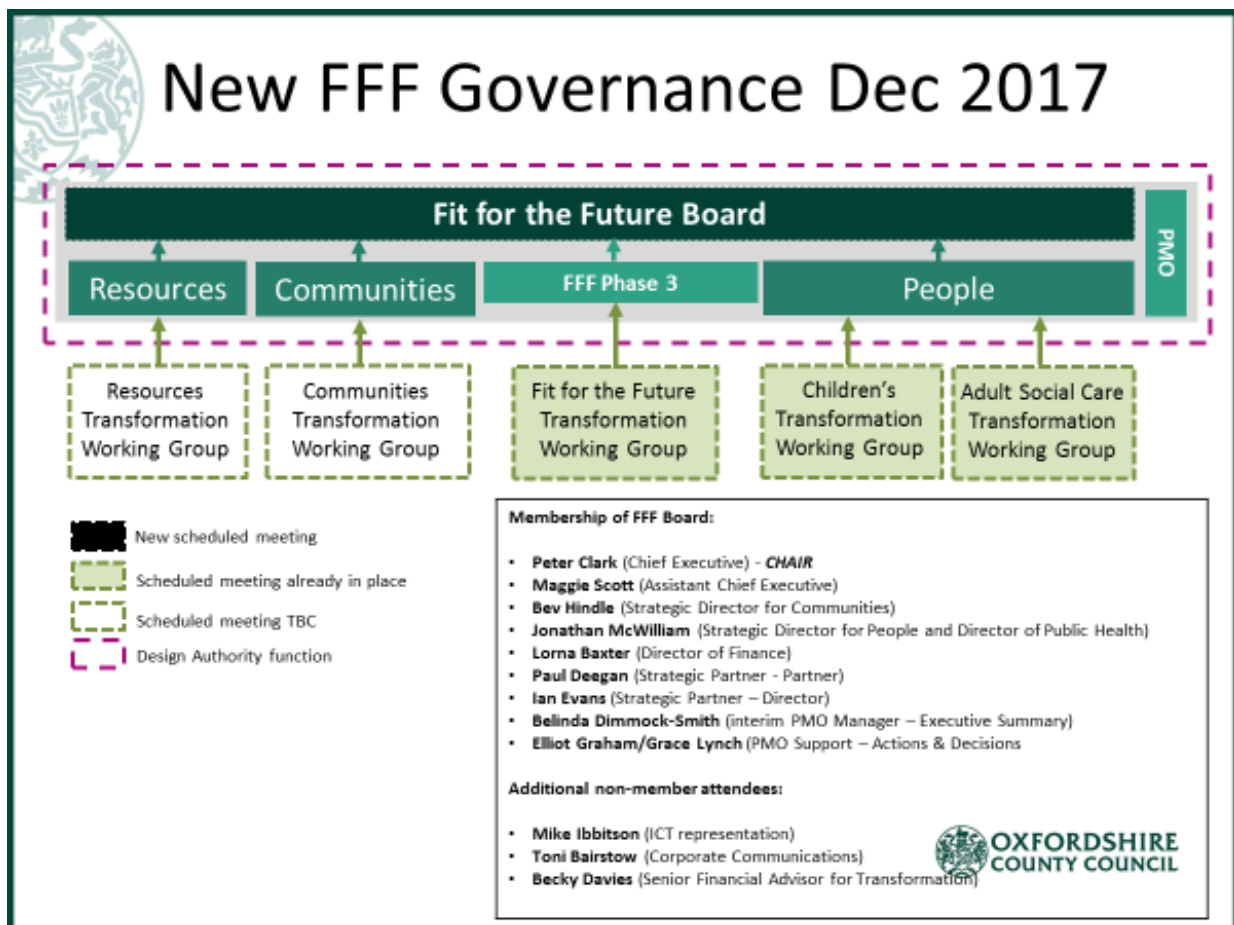
- Document Manager decommissioned
- School closures system
- Hands On Oxfordshire Heritage booking
- Teachers' Pensions administration
- Gritting alerts
- Job Evaluation Tracker
- DMMO/PRoWD
- Heritage Search replacement
- Planchest decommissioned

# Annex 2 - Main findings from the Activity Analysis





## Annex 3: New governance arrangements and Fit for the Future Board Terms of Reference



### Terms of Reference:

#### Purpose of FFF Board:

A monthly decision making body responsible for the outcome and benefits of the Fit for the Future Programme by:

- Determining strategic priorities for change and transformation work in the Council, including the wider strategic fit with the Council's Operating Framework.
- Reviewing projects and making critical decisions or actions required to remove enable further progress.
- Monitoring risk management and issue resolution.
- Assessing projects against key criteria to determine whether they should move to the next stage of the project lifecycle.
- Ensuring that the impacts of proposed change are identified, understood and managed.
- Evaluating projects on their ability to unlock direct and indirect benefits for council and residents.
- Reviewing project closure and benefit reporting.
- Deciding what communications to be published to the wider council and members about transformation progress.

**Scope of FFF Board:**

The FFF Board requires oversight of all change and transformation projects changing the ways of working or how Oxfordshire County Council delivers services to residents to achieve savings whilst maintaining or improve the quality of services. The table on the next slide outlines more detailed criteria for determining whether a project is in scope of the FFF Board's remit. This forum, in the current absence of such a function, also acts as Design Authority to regulate design and implementation assuring no duplication or impact to the new Operating Model whilst quality assessing and aligning projects.

**Exclusions:**

The remit of the FFF Board does not include the delivery of projects in the Capital Programme. However, this will be kept under review and if necessary, the ToR updated accordingly.

## **Annex 4: Terms of Reference for the Fit for the Future Transformation Working Group**

### Purpose:

- To drive the successful delivery of the cross cutting elements of the Fit for the Future work programme:
  - Overseeing and steering the phase 3 detailed design phase of work with PwC as set out in the schedule dated 24.01.18
  - Closing down / transferring the remaining elements of the previous programme ('January deliverables')
- To report on progress on a monthly basis to the Fit for the Future Board

### Outcomes:

- Delivery of the programme
- Ensuring that there is good communications and join up across the whole organisation regarding the work that is within the remit of the Board, including through communications with other working groups and within all service areas
- Managing the interdependencies between projects – in particular through bringing key issues from across the organisation to the Board's attention
- Management of programme risks and issues
- Prioritising the various projects
- Overseeing communications

### Approach

- Meet regularly – on a fortnightly basis
- Focus on achieving the outcomes
- Using project methodologies and disciplines
- To prioritise attendance wherever possible, no substitutes to be sent.

### Membership

Maggie Scott – Chair of Board

Peter Clark

Jonathan McWilliam

Bev Hindle

Lorna Baxter

Belinda Dimmock Smith – Programme Manager

PwC attendees – Ben Pykett, Ian Evans, Andrew Corder

Helena Jones (notes)

Mike Ibbitson (ICT) to be invited as needed.

## **Annex 5: January 2018 Case for Change Executive Summary**

**[follows]**