

Report of: Corporate Director Resources

Meeting of:	Date:	Ward(s):
Audit Committee	27/07/2021	N/A

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SUBJECT: STRATEGY & CHANGE PROGRESS REPORT

1. Synopsis

- 1.1 This report responds to the commitment made to the Audit Committee on 18 May 2020 to provide an update on the implementation of new arrangements for Strategy & Change within the Council.
- 1.2 The update presented to Audit Committee on 25 January 2021 confirmed that a consultation proposal was approved to create a new Transformation Unit function under Strategy & Change. This function comprised: a Head of Transformation, six Transformation Programme Leads (now five, with one recently moving under Fairness & Equality), and a small PMO team of three (Manager, Officer and Apprentice).
- 1.3 In April 2021, as part of the SLT restructure, the Transformation Unit moved across to the Resources Directorate, under Finance. This report outlines progress made since our last report in January, in three key areas:
 - a. Supporting development of **strategic business planning**, as a key driver for change across the council
 - b. Delivering **service transformation**, to make impactful change
 - c. Driving change through a **Corporate Delivery Framework**, to ensure grip and pace across the council's transformation and change work
- 1.4 It also highlights three key priorities for the next six months:
 - a. Establishing **new Transformation Fund reporting** to ensure delivery of benefits against Fund allocations

- b. Launching **Islington’s PMO Centre of Excellence** informed by the findings of a recent audit report
- c. Introducing a **new Senior Leadership forum** as a key aspect of the culture change we are aiming to achieve across the council

2. Recommendation

2.1 To note progress to date and priorities for the next six months to further strengthen delivery of transformation programmes to maximise benefits for residents.

3. Progress over the past six months

- 3.1 **Strategic business planning:** Following the recent SLT restructure, directorates have undertaken business planning activities to ensure a clear and refreshed strategic direction, with a clear focus on driving service improvement and transformation to improve outcomes for residents, businesses and communities.
- 3.2 Transformation Leads have supported senior leadership to develop their Business Plans, which set out the vision and priorities for their directorates, and the programmes and activities that will deliver these. Support has included facilitation of awaydays and planning sessions to identify priorities over the coming years, drafting of business plans, and ensuring that transformation and change programmes are embedded in both directorate and service plans.
- 3.3 Our approach to culture change was key to session planning, embedding discussion and reflections relating to the recent staff survey responses, mental wellbeing, challenging inequalities and transformation, to ensure staff across each directorate felt engaged and supported.
- 3.4 **Service transformation:** The Transformation Unit’s purpose is to support the Council and services to identify and deliver service improvements and transformation, and to ensure rigour, assurance and realisation of benefits. The team has supported a wide range of change initiatives in its’ first year – ranging from significant transformation programmes through to improvements to ‘business as usual’ services. Key programmes the team have been involved in include:

Directorate	Transformation and change	Purpose
Adult Social Care	Integrated Care Programme	Bring together health and social care colleagues to provide a seamless service for residents, ensuring a coordinated approach, with less delay and reduced handoffs.
Adult Social Care	Adult Social Care review	Maximise resource through a strengths-based working approach, ensuring residents receive a coordinated approach with less delay and reduced handoffs.
Children’s Services	Children Looked After Transformation	Improve outcomes for children by: <ul style="list-style-type: none"> a) Preventing children & young people from coming into care b) Ensure the right accommodation for children and young people, if the right thing is for them to come into care

Children's Services	Equalities in Education	Support schools to reduce educational inequalities by building upon collaborative working with a focus on disadvantaged groups across Islington.
Community Wealth Building	Economic Wellbeing	Deliver a coherent offer to promote economic wellbeing through: a) Building financial resilience through helping residents maximise income and manage debt b) Supporting people into good, sustainable jobs
Community Wealth Building	FutureWork Programme	Enable a flexible and hybrid working model for staff as lockdown restrictions ease, with the ability to effectively meet the needs of residents, local business and partners working from anywhere, enabling a work-life balance.
Environment	iCo Review	Ensure best value for money through a complete review of iCo (Islington's trading company) with recommendations.
Environment	Commercial Waste Review	Develop Covid-19 recovery approach and best value for money for our commercial waste service
Environment	Net Zero Carbon	Develop the council's strategy to achieve net zero carbon by 2030, enabling a cleaner, greener and healthier Islington.
Fairer Together	Resident Experience Programme	Exploit the power of digital to enable and empower residents to self-serve with ease, developing a tailored offer for the residents that need it most.
Public Health	Lateral Flow Testing (LFT) sites	Set up venues, recruitment, training and comms to enable timely and effective LFT for residents and staff.
Resources	Modernising Finance Transformation	Deliver a new operating model for the Finance service, including a new structure and improved approach to enable the department to support wider services and help the council deliver its strategic objectives for residents.
Resources	Workforce Strategy	Embed workforce strategy commitments to ensure the recruitment, retention and support to workforce in effective delivery of the council's services and priorities.

- 3.5 **Corporate Delivery Framework:** The Transformation Unit now facilitates five Directorate Delivery Boards across the council, ensuring improved grip, challenge and support in our transformation and change work. These take place monthly / six-weekly for the following directorates:
- Adults Social Care

- Children’s Services
- Environment
- Homes & Neighbourhoods
- Resources

NB: The Fairer Together and Community Wealth Building Directorates have only been established since 1 April 2021, so arrangements for monitoring delivery of services and programmes at directorate level are still in development.

3.6 Alongside the Directorate Delivery Boards, a new monthly Strategic Transformation Board supports ensures grip and pace across the wider transformation portfolio. The Board is chaired by the Chief Executive, and membership includes Corporate Directors, key directorate staff and Transformation Unit staff. Directorates bring updates on key transformation programmes, enabling links to be made with other initiatives across the council and opportunities to collaborate and support delivery to be identified and taken forward.

3.7 Meetings focus less on standard templates and reporting, and more on enabling discussion and providing senior level steer and challenge to maximise impacts of transformation programmes for residents. The cycle for directorate reporting to Strategic Transformation Board is as follows:

Month 1 (rolling)	Month 2 (rolling)
Fairer Together Challenging Inequality Community Wealth Building New Zero Carbon	FutureWork People Transformation Housing Transformation Corporate Transformation

4. Priorities for the next six months

4.1 **Launching PMO Centre of Excellence:** An Internal Audit review of the council’s PMO function in summer 2020 identified a number of areas for improvement. The audit focused on seven key risks (governance; information management; change control; communication and training; project management capability; learning & assurance; streamlined reporting).

4.2 The review made the following recommendations:

- The development of a lessons learned framework
- Consistent reporting across all levels of governance
- Clear risk management framework across the change portfolio
- Holistic view of project management capabilities across the council’s change portfolio
- Mandatory use of RAID (Risks, Assumptions, Issues, Dependencies log) under the PMO toolkit
- Clear risk escalation framework across the council’s change portfolio
- Training and communication on changes to the redesigned PMO function to be extended to delivery teams

4.3 The Transformation Unit accepted all recommendations and set up a working group with cross-council PMO representation to help undertake a full review of existing approach and processes.

- 4.4 Work to put in place systems, processes and documentation to address these recommendations is already well underway, developed and co-produced with managers and staff across the council who are engaged in transformation, programme and project management.
- 4.5 This will lead to a rebrand and launch in September of the council's PMO Centre of Excellence, sponsored by the Chief Executive and comprising the following elements:
- **PMO Toolkit:** a comprehensive user guide with templates to ensure consistency and best practice in the council's project and programme management
 - **PMO Forum:** a network of over 200 project and programme managers from across the council, enabling a holistic understanding of project management capability across Islington and resultant skills gaps, to help a programme of training, development and best practice knowledge-share
 - **PMO surgeries:** directorate drop-in sessions offering training and support on benefit, risk, issue and dependency management, ensuring a consistent and collaborative approach across the council
 - **Online reporting:** use of online PMO reporting toolkit to remove manual intervention and enable a more accessible, collaborative and empowering project management approach reporting framework
- 4.6 Early trials of the Toolkit and new Forum have been well-received. Staff have welcomed the comprehensive guidance and suite of documents in the Toolkit which will ensure enable effective and consistent management of projects and programmes. And initial meetings of the new PMO Forum have been well-attended, with staff keen to share learning and best practice. Work on the surgeries and online reporting is still in development but progressing well.
- 4.7 Collectively, the new arrangements set out in sections 3 and 4 of this report will ensure that the Transformation Unit, and the PMO function within it, can more effectively facilitate successful change across the council, through a consistent and high quality project management approach.

5.1 Implications

5.1 Financial implications:

There are no significant financial implications arising from this report.

5.2 Legal Implications:

There are no significant legal implications arising from this report.

5.3 Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:

There are no environmental impacts arising from this report.

5.4 Resident Impact Assessment:

The council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant

protected characteristic and those who do not share it (section 149 Equality Act 2010). The council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The council must have due regard to the need to tackle prejudice and promote understanding.

- 5.5 The Strategy and Change team is focused on delivery of the Council's core commitment to fairness. We see fairness and equality as two sides of the same coin and in driving forward these new arrangements for corporate delivery will ensure that tackling inequality and promoting fairness are embedded in all delivery plans and reflected in key performance goals and indicators that will be reviewed regularly as part of the new corporate delivery framework. Resident Impact Assessments will be completed as appropriate.

6 Reason for recommendation

- 6.1 To provide a further update to the Committee on the Council's Strategy & Change work, as promised at the meeting on 25 January 2021.

Background papers: None.

Final report clearance:

Signed by:



Dave Hodgkinson

Date: 15 July 2021

Corporate Director of Resources

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