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Document Title	East Lothian Council Transformation Programme

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Additional information:

Authorised By	Jim Lamond
Designation	Head of Council Resources
Date	02/05/13

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SERVICE REVIEW REPORT

REPORT TO: Head of Council Resources

DATE:

BY: Executive Director (Support Services)

SUBJECT: East Lothian Council Transformation Programme

1 PURPOSE

- 1.1 To seek Head of Council Resources approval under delegated powers for establishment changes detailed in the body of the report as a consequence of setting up a Transformation Programme to implement Council change projects which reduce costs and strive to deliver the Council Plan.

2 RECOMMENDATIONS

- 2.1 To agree the changes to the staffing structure as outlined in the report.

3 BACKGROUND

- 3.1 A report to Council on 12 February 2013 outlined the Financial Strategy of the Council for the period 2013/14 to 2015/16. As the Financial Strategy makes clear, the Council is facing substantial financial challenges. Meeting this challenge will require the Council to make significant changes to how it is organised and operates to deliver the services needed in East Lothian within available resources.
- 3.2 Many of the change projects within the Transformation Programme are already established including the Voluntary Early Release Scheme (VERs), the Procurement Improvement Panel (PIP), the Customer Excellence Board, Efficient Workforce Management Planning, Strategic Asset Management and the delivery of shared/integrated services with Midlothian.
- 3.3 The scale of the change programme required is considerable. It is proposed that a Transformation Programme Manager post is created with specific responsibility to oversee the Transformation Programme. This will involve support collectively to the CMT and also specifically to relevant Executive Directors and Heads of Service to review and

reconfigure their services, to develop and implement plans and to achieve programme objectives on time and also to meet the cost savings required. The postholder will provide regular progress programme reports to CMT on existing projects, any new projects coming on stream and in addition will identify areas where further savings could be realised. The Transformation Programme Manager will be supported by HR, Legal and Finance as required and will, in addition, draw upon assistance from service areas as necessary including the co-option of persons with the skills set and experience required to assist in the development/delivery of individual projects as appropriate.

3.4 There will also need to be capacity for future development of individual projects or work streams within the programme that might include:

- Managing the Workforce – further organisational structural review including specific change proposals in respect of local area based management of services, pooled Admin Support, Policy and Strategy
- Managing Services – including Service Reviews in service based areas such as Transport
- Strategic Partnerships – including work already undertaken on Partnership Funding but may also extend to include Integration of Health and Social Care

3.5 The Transformation Programme Manager will report to the Executive Director (Support Services) for the duration of the programme.

3.6 The new post will be advertised internally as a secondment opportunity for up to two years in the first instance. In addition, where employees with specialist skill sets, e.g. Business Analyst, are co-opted to support a project, no backfill will be available for the duration of the project. In exceptional cases where it is essential to backfill a post, cover may be centrally funded for the duration of the project.

4 POLICY IMPLICATIONS

4.1 The establishment of a Transformation Programme will help to co-ordinate implementation of the change programme that has been approved as part of the Council's financial planning decisions.

5 EQUALITIES IMPACT ASSESSMENT

5.1 This report is not directly applicable to the wellbeing of equalities groups and an equalities impact assessment is not required.

6 DISCLOSURE SCOTLAND – PROTECTION OF VULNERABLE GROUPS SCHEME

- 6.1 PVG on line assessment has been carried out and this post is not considered as regulated work with vulnerable children and/or protected adults, as specified in the Protection of Vulnerable Groups (Scotland) Act 2007.

7 RESOURCE IMPLICATIONS

- 7.1 Financial – The costs of the Transformation Programme Manager and any support will be met through the transfer of existing budgets. Should this not be feasible, access may be possible to the Cost Reduction Fund.
- 7.2 Personnel - HR are supportive of the contents of this report and the new post has been subject to job evaluation. The post has been graded at Grade 12. UNISON has been consulted and supports the report. The new post will be advertised internally as a secondment opportunity for up to two years in the first instance.
- 7.3 Other – None

8 BACKGROUND PAPERS

- 8.1 Structure chart
- 8.2 Job Outline and Person Specification
- 8.3 Council Financial Strategy Report dated 12 February 2013
- 8.4 An Enhanced Programme of Transformational Change – Report to CMT dated April 2013

AUTHOR'S NAME	Jim Lamond
DESIGNATION	Head of Council Resources
CONTACT INFO	jlamond@eastlothian.gov.uk
DATE	2 May 2013

Job Description

Job Title:	Transformation Programme Manager
Directorate:	Support Services
Division:	Council Resources
Business Unit:	Council Resources
Reporting to:	Executive Director (Support Services)
Responsible for:	Transformation Team

Job Purpose:

To instigate and oversee a programme of projects which aims to review and reconfigure Council services, policies and processes; enable services to meet the objectives stated in the Council Plan; align service costs with allocated budgets.

To be the direct interface with the Council Management Team and other senior managers, providing best value, reassurance and support as required.

To report change programme plans and progress to the CMT and to be involved in the implementation and monitoring of projects, ensuring compliance with agreed plans.

Job Demands/Detail:

1. Instigate and manage a group of related projects to review and reconfigure Council services, policies and procedures to deliver the Council's stated objectives.
2. The Transformation Programme Manager will report to the Executive Director (Support Services) for the duration of the programme, initially for a period of 2 years, and will report programme plans and progress to the CMT.
3. Will agree an overall programme approach and any related phasing with the CMT.
4. Will ensure that programme objectives are clear and understood, that Executive Directors and Heads of Service create plans to achieve programme objectives and that service plans are reviewed and approved by the CMT.
5. Will arrange for progress against plans to be collated and reported to the CMT, escalating issues to the CMT for resolution, as appropriate.
6. Will recommend strategies and engage stakeholders to accept the case for the strategies and support their implementation.
7. Will ensure that service costs are aligned to allocated budgets and that the necessary savings outlined in the Efficient Workforce Management Plan and the wider Transformation Programme are achieved.

8. The Executive Directors and Heads of Service will be tasked with devising and implementing service plans which achieve the stated objectives of the programme. The Project Officer(s), reporting to the job holder, will assist Executive Directors and Heads of Service in planning and delivering their service-specific implementations.
9. Ensure that appropriate systems are in place to assist with the accurate and timely reporting of project plans and progress to CMT.
10. Attend relevant local meetings and national representative groups, seminars etc .
11. Undertake such other duties appropriate to the grading of the post as directed by management.

Person Specification

NB: This document must be completed in tandem with the Job Description.

JOB TITLE:	Transformation Programme Manager	POST NO:	6865
DIRECTORATE:	Support Services	DIVISION:	Council Resources
BUSINESS UNIT:	Council Resources	EXECUTIVE DIRECTOR:	Alex McCrorie
DATE:	22 April 2013	COMPLETED BY:	Jim Lamond

QUALITIES	ESSENTIAL CRITERIA (Critical elements for the satisfactory performance of the job)	DESIRABLE CRITERIA (Elements that enhance person's ability to do the job)
SKILLS AND ABILITIES	<p>Analytical skills</p> <p>Effective communication at different levels of an organisation</p> <p>Good understanding of finance & budgetary control</p> <p>Co-ordination of complex projects</p>	
KNOWLEDGE AND QUALIFICATIONS	<p>Educated to degree level, or equivalent relevant work experience</p> <p>Political awareness</p>	<p>Prince2 Practitioner qualified</p> <p>MSP (Managing Successful Programmes) qualified</p> <p>Current driving licence</p>
EXPERIENCE	<p>Experienced in managing high profile programmes, service reviews and major projects</p> <p>Experience of cost reduction</p> <p>Experience of using various appropriate tools to plan and track projects and programmes</p>	
PERSONAL QUALITIES	<p>Thoroughness/attention to detail</p> <p>Initiative</p> <p>Tenacity</p> <p>Completer/Finisher</p>	

