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New Somerset Council

Programme Update: verbal update and response to PwC
programme observations

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August PwC Summary Observations

PwC Observation	Response under way or planned
<p>The programme needs to bring together the key products of the MTFP, Activity Analysis and LGR workstreams with the development of the TOM.</p>	<ul style="list-style-type: none"> • LGA Mini-Peer Review on LGR delivery, day 1 readiness, readiness for beyond day 1, and LCN development: tentative 7-9 December. • Work is being progressed to analyse the feedback from Activity Analysis, support MTFP and develop the TOM. This will require ongoing oversight and input from Programme Board, Implementation Board and Workstreams as well as by Council services. • Activity Analysis interpretation and validation work under way: staff workshop complete, Workstream workshop tomorrow • LGR Workstream role in developing MTFP • Working group developing critical content for day 1 TOM in line with Executive steer (coordination is key) • PMO are working with PwC to review QA and ensure we can deploy some support to TOM. • Informal reference group for leads for MTFP, TOM, service standards, organisation structure and Council Plan
<p>Attention must be paid to the cumulative impact of the change management actions across the programme</p>	<ul style="list-style-type: none"> • Agreed, Programme Board has agreed to review/be notified of all Programme changes. • Change control embedded in programme management and potential/actual changes and missed milestones visible/identified at Programme Board and at least fortnightly by Workstreams through 8-week forward look. • Monthly PMO-led QA with each Workstream • People side of change: significant effort put into this to understand change required, and how to achieve them (change readiness and adoption)
<p>The current programme structure has been in place for nearly 12 months should this be reviewed?</p>	<ul style="list-style-type: none"> • Whilst the programme is considered fit for purpose, amendments to the meeting structures have been made to free up capacity and focus on collaborative workshops. Any further changes will be a result of discussions with Programme Board.
<p>A level of grip must be expected of workstream leads by the programme.</p>	<ul style="list-style-type: none"> • More time has been made available to Workstream Leads to meet with their respective teams: greater level of programme accountability is pushed out to Workstreams. • Weekly communication to Workstreams and Sub-Workstream on the rolling programme plan. • Fortnightly requirement for Workstream overview of programme milestones and delivery. Use of available data and "hands-on" approach encouraged. • Note that a principle of the programme is transparency and sharing of information and concerns. All staff, regardless of role, are encouraged to share concerns (and ideas), and this is embodied in escalation routes within Workstreams, scorecard and programme
<p>There is an ever-increasing risk around capacity and capability of sub-workstream leads to deliver their products to meet key milestones.</p>	<ul style="list-style-type: none"> • Noted, steps have been taken at the programme level support Workstreams (staff release, prioritisation and mutual aid) and regular risk management reviews. This includes ensuring Programme Board have information they need to act. • Risks / issues around resourcing have been dealt with throughout the life of the programme, including monthly reporting and escalations • Need for a contingency plan for winter absence/sickness identified. To be actioned.