



Board Meeting: 24 April 2015

AGENDA ITEM: 4

Title of paper:	Preparing for the Future Progress Report
Purpose of paper:	This paper provides the Board with an update on progress on the Preparing for the Future programme.
Action required by the Board:	No decision needed: The Board is asked to comment on the activity that is underway and note the points raised under resources and risks.
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1. Background

- 1.1 This is the first formal quarterly update on the Preparing for the Future Programme as commissioned by the Permanent Secretary. It summarises the key issues discussed at the March Oversight Group and outlines the work being done to agree the scope and timeline for the initial set of workstreams.
- 1.2 A key focus for the programme will be the organisation to support the next Government beyond the May 2016 election. However, there are short-term requirements particularly around workforce planning and budget control and elements of organisational change are also expected to be delivered on a longer timescale.
- 1.3 In order to succeed, it is vital that there is visible leadership at all levels supporting an overarching mission and objectives. It is also critical that resources with the appropriate skills and experience are available to contribute to the development of options and to support the changes needed to deliver for the future organisation.

2. Issues for consideration

- 2.1 The second meeting of the Oversight Group took place on 19th March 2015. The meeting was chaired by Michael Hearty. Non-Executive Directors (NEDs), James Turner and Adrian Clark joined the Group for the first time.
- 2.2 The Oversight Group recognised the good work that has been done and was planned around communication and engagement. This has provided significant feedback which should feed into the confirmation of scope and desired outcomes for the Programme and workstreams. Both NEDs emphasised the need for a clear statement on the overall Programme mission and aims. This should form the basis of the architecture against which the activity across the programme should be shaped and success measured.

Resources & Structures Workstream

- 2.3 The Oversight Group discussed and supported the proposed approach to the Resources and Structures workstream. This work will deliver the analysis of our current structures and workforce plans with benchmarking as appropriate. It will underpin decisions on the future organisation and will inform the direction of the Programme as a whole. The Group recognised the need for all WG departments to be fully engaged in this work and the need for colleagues with an understanding of the structure, budgets and resources within each department to be part of the delivery team.

- 2.4 A planning workshop was held on 23rd March. Both the Permanent Secretary and Michael Hearty attended the workshop to convey the importance of the work being done and the need for the development of a cross department team to ensure that the recommendations reflect the needs of the business in the wider sense. Following the discussion, Dean Medcraft, the workstream Senior Responsible Owner (SRO), is proposing to take the work forward using 3 projects led by SCS colleagues. The SRO is confident that there is willingness from across the organisation to actively engage and participate in this workstream.
- 2.5 The Oversight Group welcomed the initial work and asked that more detailed plans were brought back for consideration. The Group also asked for each SRO of the initial programme workstreams to bring their scope and timeline to the April meeting for approval.

Supporting Delivery Workstream

Commercial Governance

- 2.6 On 9th April 2015, Sue Moffatt (SRO, Commercial Governance Workstream) presented to Directors General an overview of the opportunities for improvements in the way we get value from money from our third party spend. The proposed approach and outline activity plan was welcomed by DGs. Further planning will be done over the next month which will provide a basis against which more details are in place around the timeframe and delivery of benefits. The key themes of the work are:
- Development of a toolkit and standardised processes;
 - Management information;
 - Skills & capability;
 - Communications programme; and
 - Wider policy/legislative requirements.

Shared Services

- 2.7 Frances Duffy is the SRO for the Shared Services Project. The Project goal is to improve consistency and resilience by streamlining, simplifying and standardising common business activities and where savings can be made and/or service delivery improved, bring these common activities into a shared service environment. This builds on the work initiated through the ERP Programme.
- 2.8 The objectives of the Shared Service Project are to:
- Identify and transition existing FCS responsibilities delivered pan Welsh Government in accordance with the project goal;
 - Identify and transition activities currently undertaken for FCS alone, but where the potential exists to offer the service to all departments;

- Work with the projects Grants and Procurement to ensure that processes are designed to make best use of a shared services approach;
- Work with the wider Delivery and Excellence: preparing for the future programme; in particular the Resources & Structures work-stream, to potentially increase the scope of shared services delivered throughout Welsh Government;
- Align with work being taken forward under the public service reform agenda, with an ambition to deliver a pan public sector shared service by 2020.

Leadership & Capability Workstream

- 2.9 June Milligan is now SRO of the Leadership and Capability workstream supported by Peter Kennedy as workstream lead. A Working Group and an implementation Group will support this work with external assurance provided by Phil Bushby (Head of HR at DVLA).
- 2.10 Specific workshops relating to this workstream were held at the pan-Wales engagement events early in March and at the recent SCS event. A planning workshop is scheduled for 22nd April to confirm the scope and timeline for this workstream which will be presented to the Oversight Group on 29th April. It does, however, build on work that is already being delivered. Good progress is being made on;
- A Welsh Government specific Leadership Statement;
 - A Leadership and Capability Action Plan;
 - An SCS Induction; and
 - An SCS Programme of Learning.

Flexible & Productive Working Workstream

- 2.11 Gillian Baranski is the SRO of the Flexible and Productive Working workstream. Gillian will work with Peter Kennedy as workstream lead.
- 2.12 A workshop will take place on 20th April with the aim of confirming the scope of the workstream and agreeing the outline timeline for approval at the April Oversight Group.
- 2.13 A key enabler for the workstream will be the delivery of the Unified Communications Project. This project will provide a new Voice Over IP based telephone system with additional functionality that supports a more flexible approach to the way we work. This includes digital conferencing, desktop sharing, instant messaging and presence. The intention is that the unified communications package will be piloted in the Merthyr office in late summer/early autumn with rollout across the estate currently planned to be complete by Spring/Summer 2016. As part of the pilot, broader elements of the flexible working approach will

be tested, including some new uses of space and flexible working HR policies.

3. Resource implications

- 3.1 Appropriate resource has been set aside to support the development of the Programme and workstream plans. However, key to successful delivery of each of the element of the Programme is the engagement and ongoing involvement of colleagues across Welsh Government. In the initial stages, this will be particularly important for the Resources and Structures work. For this to deliver workable options for how we will organise ourselves beyond May 2016, the involvement of people with the knowledge and experience of how we currently operate within our departments will be vital.
- 3.2 There has been significant engagement through the events held in March with over 500 people attending and participating in the workshops. The feedback and insight from these initial conversations is being used to inform work stream development. Full engagement plans for each work stream are currently being designed to ensure staff—including those with accessibility requirements—are involved throughout the programme.

4. Risks

- 4.1 At this stage there are three key risks that need the focus of the Board. They are:
- If there isn't a clear mission and objectives for the Programme against which progress and success can be measured, decisions around workstream scope and outcomes will not be made on the basis of their contribution to the future organisational design;
 - If people with the required skills, experience and departmental knowledge are not available to work with the Programme, the options for the future will not reflect business needs and will not be accepted or successfully implemented;
 - If there isn't visible senior leadership across all elements of the Programme, engagement with business teams will fail and the benefits will not be delivered.

5. Communication

- 5.1 In addition to the face-to-face engagement events across Wales, Preparing for the Future has been the subject of a broad-ranging internal communications campaign during March and April. A film featuring the Permanent Secretary, DGs and event attendees has been broadcast online and on screens across the estate, accompanying a written message from the Permanent Secretary. A dedicated intranet

area for the Programme has also been established and will be updated regularly following Oversight Group meetings. In addition, a lively discussion thread has been running on the Permanent Secretary's Open Forum social media platform. The objective of this early phase of communications and engagement has been to establish a shared understanding of the context for the Programme; the rationale for undertaking this work now and the emerging scope and objectives of the Programme work streams. Further communications is planned for May, following the next meeting of the Oversight Group.

6. Recommendation(s)

- 6.1 The Board is asked **comment** on the activity that is underway and **note** the points raised under resources and risks.

Publication

This paper should be published.

Date submitted to Secretariat: 20 April 2015