

OFFICER DECISION RECORD 1 FORM

This form should be used to record Officer Decisions in Excess of £100k (but below the key decision threshold), or where required by Financial, Contract or other Procedure Rules or following formal delegation from Cabinet or a Cabinet Member or a Council Committee.

Decision Reference No:

BOX 1**DIRECTORATE:** Corporate Resources**DATE:** 23.08.19**Contact Name:** Jill Parker / Lee Tillman**Tel. No.:** 01302 737004**Subject Matter:** One Council Programme Lead**BOX 2****DECISION TAKEN**

To appoint a high calibre, creative and innovative organisation for the provision of programme management services including change management expertise and senior leadership in developing and delivering the One Council programme.

BOX 3**REASON FOR THE DECISION**

The Council requires the services of an experienced change and programme management professional to undertake the Programme Director role for the One Council programme. This senior consultancy role will play a leading role in the further initiation, design, implementation and overall co-ordination of the programme of work required to deliver the One Council ambitions.

Doncaster Council has recognised that there is a need to review and revise the way in which it behaves and operates to ensure that it is fit for purpose to deliver its ambitions for the Borough. This comes at a pivotal time for local government where ever shrinking resources must be deployed in more innovative and productive ways. Given the progress that Doncaster Council has made on many fronts in recent years, it is now timely to ensure that as an organisation it is better equipped in an ever changing environment.

To help bring about the required changes, the Council has recently established the One Council programme. This programme will comprise a series of sub-programmes and projects aimed at delivering the organisational and cultural change that is required to ensure that Doncaster Council is fit for purpose.

This programme represents a significant moment in time with a change of focus and direction for Doncaster Council and provides a major opportunity for the Council to create a new organisational structure, service models, revised leadership roles and more efficient ways of working. This will help facilitate operating as a more singular and consistent organisation supported by a fit for purpose working culture that will better enable it to meet the needs and demands in order to maximise outcomes for our residents. This programme also represents a 'get real' moment for the Council in terms of the need to have absolute clarity about the type of organisation it intends to be and the need to have robust delivery plans for making the required changes happen within the timeframe. The ambition needs to be high, but the delivery plans need to be tangible, realistic, timely and achievable.

All of the component parts of the One Council programme will have their own dedicated project management arrangements, including robust project plans and progress reporting requirements. The One Council programme will provide the 'glue' that pulls all of these complementary pieces of work together, manages interdependencies and aligns them where needed.

Service Requirements

The programme is still in its early stages but is already making progress on various fronts. The Council requires the services of an experienced change and programme management professional to undertake the Programme Director role for the One Council programme.

This senior consultancy role will play a leading part in inputting to the further initiation, design, implementation and overall co-ordination of the programme of work required to deliver the One Council ambitions.

Primarily this work will entail the following responsibilities:

- Work with all key stakeholders to implement the agreed overall programme of activity in line with the Council's key outcome requirements and the agreed timescales.
- Act as a key member of the Programme Board and Programme Steering Group to guide, support and develop this work at all stages.
- Take lead role for overall programme planning and programme management across the wide range of activities involved, including progress monitoring and reporting, risk management and escalation.
- Implement and play a part in appropriate programme governance arrangements for this work.
- Reporting progress at Programme Board and Programme Steering Group meetings and escalating identified emerging risks and issues in relation to implementation, including mitigating actions where appropriate.
- Provide the day to day leadership of the specific project to transition from the current disparate Programme Management Office (PMO) arrangements to the finalising and implementation of a new, single Programme and Projects Management service model and offer for the whole organisation.
- Offer ongoing advice, inputs and support to all existing PMO's and programmes during the transition period, maintaining senior oversight of all 'live' programme work that is included within the scope of this project.
- Align the revised Programme Management model with any further changes of approach re outcomes of transformational change, links to localities working model, etc.
- Offer ongoing programme management oversight, advice and inputs as required to the OD Workstream that will arise from this programme – these will be initially determined in consultation with the Chief Executive and the Assistant Director of HR, Communications & Executive Office. It is envisaged that this work will be led primarily by the Council's HR&OD team.
- Provide support, advice and inputs to a series of ongoing communication activities that will help to support all of this activity, in line with the Communications Plan for the programme. It is envisaged that this work will be led primarily by the Council's Communications team.

- Participate where appropriate in providing briefings and updates to staff, trade union representatives, others as agreed by the Programme Board.
- Representing the One Council Programme in dialogue with operational staff, programme sponsors and other key stakeholders including external partners.
- Maintain an overview of programme resource requirements and play a key role sourcing the appropriate resources.
- Play a role in managing the performance of any appointed team members.

Deliverables

The initial key deliverables that the Council is looking for from this contract are as follows:

- Finalise the development and implementation of the high-level programme plan that aligns all component activities. This needs to be informed by the detailed project plans of the 5 projects. Ongoing updates and monitoring of plan.
- Finalise and implement progress and risk reporting arrangements
- Finalise the development of core programme documentation - e.g. reporting templates, Pentana, etc.
- Finalise the identification of interdependencies and work with Programme Board to map out the critical path and sequencing of priority activities
- Ongoing provision of programme management oversight for all activities and ensuring that all interdependencies effectively managed
- Ongoing effective operation and servicing of the agreed programme governance arrangements
- Ongoing participation in any relevant staff briefings, workshops etc
- Delivery of robust and effective new service model and offer for Programme and Project management by 1st April 2020
- Effective management of transition to and mobilisation of the above, and for any other parts of the programme that involve significant changes in approach
- Ongoing contributions to communications and awareness raising activities for the programme

BOX 4

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

There is no capacity in house to meet the requirements and deliverables in house and within the proposed timescales.

BOX 5

LEGAL IMPLICATIONS

Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do.

Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.

The appointment of a change management consultant must be undertaken in accordance with the Council's Contract Procedure Rules.

Legal Services should be consulted to finalise the contractual documentation.

Name: Paula Coleman Signature: By e-mail Date: 28.08.19

Signature of Assistant Director of Legal and Democratic Services (or representative)

BOX 6

FINANCIAL IMPLICATIONS:

[REDACTED]

[REDACTED]

[REDACTED]

Name: _C ANDERSON_____ Signature: _____CA_____ Date: _____23.08.19_____

Signature of Chief Financial Officer and Assistant Director of Finance (or representative)

BOX 7

PROCUREMENT IMPLICATIONS

The above proposal was procured within the guidelines set out in Contract Procedure Rule “17.2 - *Contracts valued £25,000 to £181,302*”. All quotes received were evaluated in accordance with the set criteria and the contract was awarded to the supplier offering the most economically advantageous offer. Therefore there is no significant procurement implications linked to the above narrative.

Name: _Glyn Sparrow_____ Signature: _By Email_____ Date: _29/08/19_____

Signature of Assistant Director (or representative)

ANY IMPLICATIONS SENT TO DEPARTMENTS SHOULD GENERALLY BE SUBMITTED AT LEAST 5 WORKING DAYS IN ADVANCE TO ENSURE THESE CAN BE GIVEN THE RELEVANT CONSIDERATION.

BOX 8

EQUALITY IMPLICATIONS: (To be completed by the author).

The above proposal was procured within the guidelines set out in Contract Procedure Rule 17.2
Therefore there are no specific equality implications

BOX 9**RISK IMPLICATIONS:** (To be completed by the author)

This work also aligns closely with the Council's budget approach, the emergent policy development approach and the council's corporate workforce strategy.

The One Council programme is a significant, corporate initiative that is sponsored and led by the Chief Executive and will be governed, during its initiation and development stages, by a senior Programme Board comprising the Chief Executive, Director of Corporate Resources, Director of Regeneration and Environment, Director of Adults, Health & Wellbeing, Director of Learning & Opportunities: Children & Young People, Director of Public Health, Assistant Director of HR, Communications & Executive Office, Assistant Director of Strategy and Performance and the appointed Programme Director.

BOX 10**CONSULTATION**

Consultation has taken place with the One Council Programme assigned SRO and Programme Sponsor, Cabinet Members and Directors.

BOX 11**INFORMATION NOT FOR PUBLICATION**

Contains commercially sensitive information not for publication – contract value (Box 6 – Financial Implications)

Name: C ANDERSON Signature CA

Date: 23.08.19

Signature of FOI Lead Officer for service area where ODR originates

BOX 12**BACKGROUND PAPERS**

No Background Papers are included with this ODR

**BOX 13
AUTHORISATION**

Name: Jill Parker Signature: *J. G. Parker* Date: 6/9/19

Assistant Director of Human Resources, Communications and Executive Office

Does this decision require authorisation by the Chief Financial Officer or other Officer

NO

If yes please authorise below:

Name: _____ Signature: _____ Date: _____

Chief Executive/Director/Assistant Director of _____

Consultation with Relevant Member(s)

Name: _____ Signature: _____ Date: _____

Designation _____

(e.g. Mayor, Cabinet Member or Committee Chair/Vice-Chair)

Declaration of Interest NO

If YES please give details below:

PLEASE NOTE THIS FORM WILL BE PUBLISHED ON THE COUNCIL'S WEBSITE IN FULL UNLESS IT CONTAINS EXEMPT OR CONFIDENTIAL INFORMATION.

Once completed a PDF copy of this form and any relevant background papers should be forwarded to Governance Services at Democratic.Services@doncaster.gov.uk who will arrange publication.

It is the responsibility of the decision taker to clearly identify any information that is confidential or exempt and should be redacted before publication.