



Cheshire East Transformation Plan

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Executive summary

Context

Cheshire East Council faces its most challenging set of circumstances since it was formed. Financial pressures are driving the need to close a £100 million budget gap to ensure financial sustainability and avoid issuing a S114 notice. Recent external review and inspections have identified several areas where the organisation requires significant transformation and improvement. At the same time the Council needs to reset its operating model and define its ambitions to help it capitalise on the borough's strengths as well as being responsive to new developments including a new national government.

The Council is preparing to launch a Transformation Portfolio to shape and deliver the widespread, fundamental changes it anticipates that it needs to make to respond to these challenges.

It has already appointed an external transformation partner, Inner Circle Consulting and collaborated with them to identify a range of opportunities that could help the Council address financial and strategic challenges. It has carried out a readiness assessment of its current capability and capacity to successfully deliver the complex programme of change required. This work has led to the development of this Transformation Plan.

The Programme

This Transformation Portfolio will take multiple years to deliver, given the amount of change involved. The roadmap visual below illustrates how the work will be sequenced and how benefits may be realised over time.

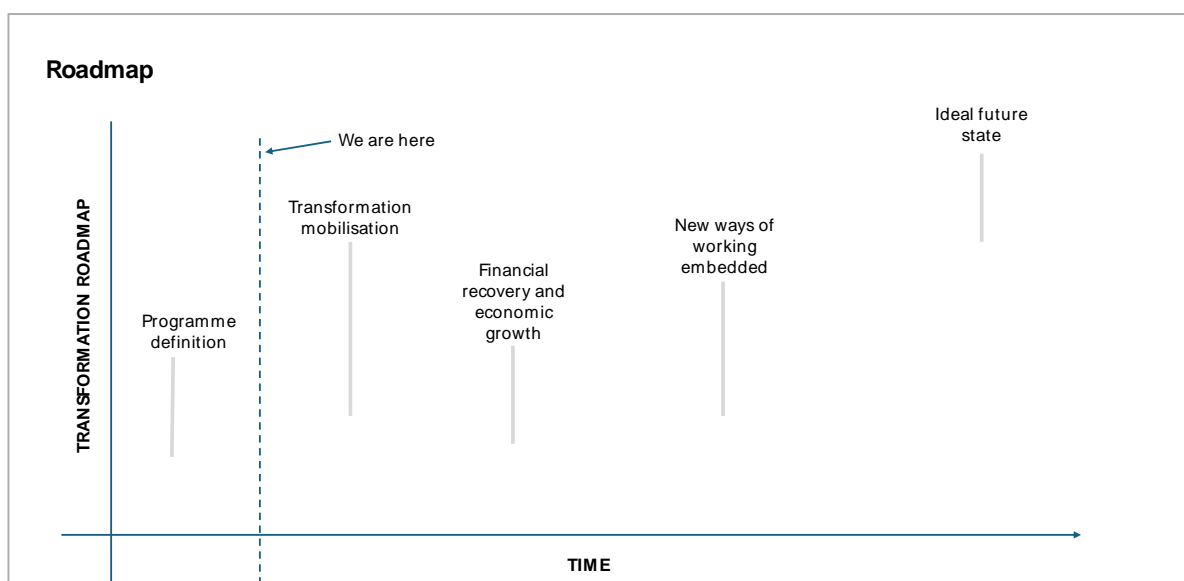


Figure 1. High-level Transformation Portfolio roadmap.

The projects that form part of this Programme are estimated to deliver between £59 – 91 million in savings, income or cost avoidance over the next four financial years. These figures do not include a range of digital projects that have an estimated £14 million benefits, and

some of the other opportunities identified through the work to date¹. The charts below show the benefits profile for both the low and high range of estimates.

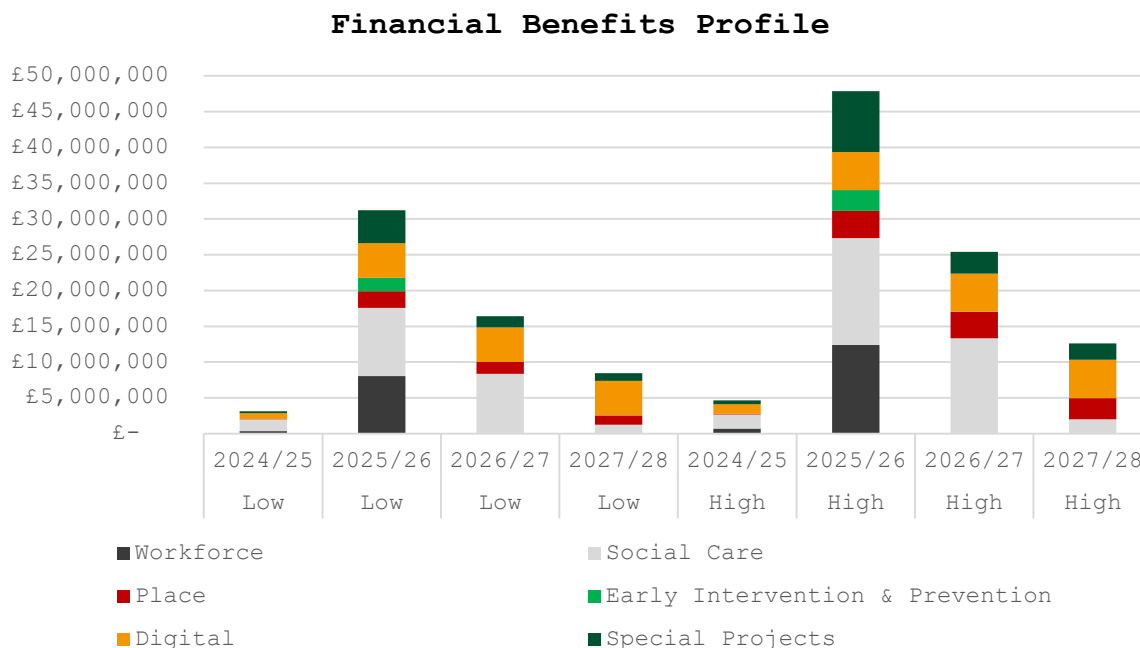


Figure 2. Profile of financial benefits by programme with both low and high estimates included.

There is a range of other projects in the pipeline that are anticipated to realise further financial benefits that will help the council close the budget gap, however these will need to be assessed before including within the Programme.

The Portfolio will comprise six programmes each containing a range of projects and other initiatives. The table below provides a summary explanation of each programme, and a list of projects and initiatives included (or linked to it from other, in-flight programmes).

It should be noted that the table captures those initiatives that form part of the first tranche of work to be delivered by the Programme – new projects will be scoped and considered for inclusion over the life of the Programme.

Programme: Workforce	
Description	Constituent projects and initiatives
Design and delivery of a new target operating model encompassing staffing, ways of working, capabilities and culture.	WF1: Target Operating Model WF2: Agency Staff WF3: Workforce Productivity
Programme: Social Care	
Description	Constituent projects and initiatives
Projects to transform high-needs, high-care / statutory social care services.	SC1: Health & Social Care Partnership Case Review (H&SC PCR) – Adults SC2: H&SC PCR – Children's SC3: Pathways for Adulthood / Transitions

¹ It does not include any benefits from Grant Funding, SEND/Home-to-School Transport, Partnership Health and Wellbeing commissioning, or Reducing Supported Living innovation (building upon the Learning Disabilities support project).

Note: Adult Social Care Cost & demand Modelling, ASC Fees & Charging, Reablement and ASC workforce development will all report in but not form part of the Programme.

SC4: Commissioning & Brokerage
SC5: Learning Disabilities Provision
SC6: Reunification
SC7/8: Children in Care (Under-10 + Step Down)
SC9: Children's (CSC) Cost & Demand modelling

Programme: Place

Description

Projects and ongoing initiatives that will transform the Council's approach to place-based services, shaping the local economy and use of Council assets.

Constituent projects and initiatives

PL1: Advertising
PL2: Corporate Landlord
PL3: Asset strategy refresh
PL4: Automatic Number Plate Recognition enforcement
PL5: Specialist housing
PL6: Libraries
PL7: Tatton Park
PL8: Waste
PL9: Alternative Service Delivery Vehicle review
PL10: Economic strategy

Programme: Early Intervention and Prevention

Description

Develop a whole-council response to supporting residents to become more resilient, self-sufficient and avoid crises requiring intensive support. This also aims to manage long-term demand for services.

Constituent projects and initiatives

EIP1: Early intervention and prevention
EIP2: Customer

Programme: Digital

Description

Digitally enabled projects and programmes that will realise benefits for the Council and residents.

Constituent projects and initiatives

To be agreed as part of a prioritisation exercise, but likely to include a broad range of initiatives.

Programme: Special Projects

Description

Projects that do not fit neatly within any of the above programmes but will deliver important benefits linked to the financial and strategic objectives of the Council.

Constituent projects and initiatives

SP1: Fees & Charges
SP2: Third Party Spend
SP5: Outbound mail
SP3: Grant Funding
SP4: Income recovery & debt
SP6: Council Tax banding

Building transformational capability

The Council has assessed its current ability to deliver a programme of this scale and complexity and recognises that it will take time to build the required capabilities and capacity. It is working with a transformation partner to mobilise the programme and deliver the work, and the plan includes some activities to boost the Council's ability to become self-sufficient in the future.

The main element of this capacity boosting work is the set-up of a new Transformation Programme Management Office (PMO). The PMO will take responsibility for setting up programme infrastructure (including governance, delivery methodology and support for staff) that will be used to deliver the work. The PMO will also champion project management best practice and build capacity through support, challenge, skills transfer and training, so that the Council is able to move towards managing the programme on its own.

Mobilisation

Over the next month the Council has a considerable amount of work to complete to prepare the organisation to deliver the Transformation Portfolio. The main activities it needs to complete by the end of September 2024 are:

- Secure the relevant permissions, funding and delegated decision-making to run the programme.
- Set up the PMO and programme infrastructure so that the Council is ready to deliver and manage the work.
- Rationalise the current portfolio of projects to free up resources for the high priority work that will make the greatest contribution to the Council's strategic objectives.
- Mobilise project teams and develop detailed delivery plans for the work that is due to start with the launch of the programme.
- Develop and launch a communications and engagement plan that supports the transformation agenda and brings staff and partners on the journey so they can adopt and sustain changes required.

Introduction

[Introduction from the Leader and the Chief Executive – TBC]

Context

Strategic context

Political context

Cheshire East Council operates under a committee system. This means that most decisions around how the Council operates and spends money are made by politically proportionate decision-making Service Committees.

There is no overall control, and the Council is led in a joint administration partnership between Labour and Independent Councillors.

The Council also elected a new Leader, Councillor Nick Mannion, at the most recent Full Council meeting in July 2024. This would have had the potential to disrupt the programme however Councillor Mannion has been engaged throughout the development of the Transformation Portfolio in his previous capacity as a Committee Chair, through regular officer briefings.

The democratic structure in Cheshire East can at times present a risk to transformation activities, as the political leadership may change throughout any programme of work and decision-making by committee can take longer than a cabinet leadership structure. These risks should be mitigated through a strong programme of engagement with all committees, committee chairs and the wider members to bring them along on the journey and through delegation of key decision-making to senior officers to enable change at pace.

The Cheshire East Plan

The Cheshire East Plan 2021-25 was recently refreshed for 2024/25 and comprises three broad objectives, under which there are 20 priorities:

- **An open and enabling organisation** - provide strong community leadership and work transparently with our residents, businesses and partners
- **A council which empowers and cares about people** - reduce inequalities, promote fairness and opportunity for all and support the most vulnerable residents
- **A thriving and sustainable place** - lead communities to protect and enhance the environment, tackle the climate emergency and drive sustainable development

The table below sets out these priorities, linked to the three main aims.

Aim	Priorities
An open and enabling organisation	<p>1.1 Ensure that there is transparency in all aspects of council decision making.</p> <p>1.2 Listen, learn and respond to our residents, promoting opportunities for a two-way conversation.</p> <p>1.3 Support a sustainable financial future for the council, through service development, improvement and transformation.</p> <p>1.4 Look at opportunities to bring more income into the borough.</p> <p>1.5 Support and develop our workforce to be confident, motivated, innovative, resilient and empowered.</p> <p>1.6 Promote and develop the services of the council through regular communication and engagement with all residents.</p>

A council which empowers and cares about people	<p>2.1 Work together with residents and partners to support people and communities to be strong and resilient.</p> <p>2.2 Reduce health inequalities across the borough.</p> <p>2.3 Protect and support our communities and safeguard children, adults at risk and families from abuse, neglect and exploitation.</p> <p>2.4 Be the best Corporate Parents to our children in care.</p> <p>2.5 Support all children to have the best start in life.</p> <p>2.6 Increase opportunities for all children and young adults with additional needs.</p> <p>2.7 Ensure all children have a high quality, enjoyable education that enables them to achieve their full potential.</p> <p>2.8 Reduce the reliance on long term care by improving services closer to home and providing more extra care facilities, including dementia services.</p>
A thriving and sustainable place	<p>3.1 A great place for people to live, work and visit.</p> <p>3.2 Welcoming, safe and clean neighbourhoods.</p> <p>3.3 Reduce impact on the environment.</p> <p>3.4 A transport network that is safe and promotes active travel.</p> <p>3.5 Thriving urban and rural economies with opportunities for all.</p> <p>3.6 Be a carbon neutral council by 2027.</p>

A new Cheshire East Plan is due to be developed by the end of this financial year for 2025 and beyond. Based upon the work so far, the future priorities are likely to be similar to those in the current plan but will also be informed by the council's improvement and transformation activity, overall ambitions for its communities and growth, and aligned to the MTFS.

The Transformation Portfolio should not consider financial impact alone; it should also aim to support the delivery of these priorities in the Council Plan. Consequently the Programme will incorporate these into assessment and prioritisation frameworks to ensure the work aligns with the Plan.

External reviews

The Council has recently either commissioned, or been subject of, external reviews.

LGA Corporate Peer Challenge – a peer challenge was carried out in March 2024 and the report published in June 2024 with a set of 18 recommendations for the Council. A detailed action plan has been produced.

Decision-making accountability (DMA) review – the Council has also commissioned the LGA to carry out a review of its senior management structure, with a view to establishing a model which promotes clear responsibilities and accountabilities and efficient decision-making.

Ofsted Inspection – the national body carried out a 2-week inspection of the Council's Children's Services, giving it an overall rating of Inadequate with particular emphasis on experience of care leavers, whilst noting that there had been some areas of improvement since the last review. An improvement plan has been agreed.

Where relevant, the findings and recommendations of these reviews will need to be incorporated into the projects delivered through a Transformation Portfolio.

Appointment of transformation partner

The Council has chosen to commission an external body to provide support in shaping, mobilising and delivering a Transformation Portfolio, having understood that it doesn't yet have capacity to deliver the fundamental transformation to address the financial challenges it faces.

It went out to procure a transformation partner through the Bloom framework during April 2024 and selected Inner Circle Consulting, initially to help it identify, prioritise and plan delivery of a portfolio of initiatives that would help close the budget gap. This work is set out in the 'Work to date' section later in this document.

Internal capacity

The Council faces an unprecedented set of challenges that require a huge amount of change, and exceptional transformation capacity. It is framing this work in terms of four main priorities:

- **Ofsted improvement activity** – addressing the shortcomings identified in the recent inspection of Children's Services.
- **MTFS** – delivering the planned savings as part of the balanced budget and making robust plans for reductions as part of this year's budget setting process.
- **Peer Challenge** – implementing the recommendations from the LGA that are intended to improve the ability of the organisation to perform effectively as a council.
- **Transformation** – delivering a programme of more ambitious, cross-cutting transformational changes that aim to re-shape the organisation and constituent services so that the Council is able to support better outcomes within a reduced set of resources in future.

The organisation is aware that these four priorities represent a higher volume of work, and therefore capacity, than it has previously experienced. It does not have an established corporate project and programme delivery framework that will help it manage this change effectively. Therefore, it will invest in developing a robust delivery methodology, governance framework and capacity to equip it for delivery of this programme.

It understands that it may need to invest in additional capacity to support the delivery. The resourcing of external capacity will form part of the mobilisation of the Transformation Portfolio.

Key corporate risks

The Council maintains Risk Management Framework and regularly reviews the biggest strategic risks to the organisation at Corporate Policy Committee. The biggest risks have strong links with the drivers of need for the Transformation Portfolio. They include the following:

- Failure to Achieve the MTFS – as set out in the Financial context section.
- Dedicated School Grant Deficit – driven by demand for SEND services and being addressed through the Delivering Better Value programme.
- Increased Demand for Adult's Services – anticipated increases in demand for support by an ageing demographic.
- Complexity and Demand for Children's Services – increases in the demand for Special Educational Needs and Disabilities (SEND) support.
- Leadership Capacity – the capacity of senior officers to manage the organisation given the level of vacancies.
- Ability to Achieve Organisation Change – ability to change including potential barriers linked to culture, capabilities, etc. (covered in the Organisational readiness assessment section).

- Failure to Manage the Consequences of Policy Uncertainty and National Policy Frameworks – the ability of the council to effectively horizon scan and influence national and regional developments.
- Stakeholder Expectation & Communication – the ability of the Council to bring residents along on the journey for the changes it anticipates that it will need to make to address the main challenges.
- Information Security and Cyber Threat – being mitigated through delivery of the IT-led Information Assurance and Data Management programme.

Financial context

Cheshire East Council must close a £100 million budget gap over the next four years. Failure to do so will mean that the Council will need to issue a S114 Notice, effectively declaring itself bankrupt. The consequences of this are likely that MHCLG will intervene, appointing commissioners with the sole objective of rebalancing the budget regardless of long-term local consequences for residents and the borough. It is likely that proposed budget cuts will not align with the strategic or political ambitions of leaders in Cheshire East, therefore, it is imperative that financial recovery is achieved in a timely manner.

As part of this, it must also build its reserves back up, having used a large portion of them recently to cover cost pressures. There is a target of increasing reserves by £18.5 million by 2027/28, included in the £100 million target.

There is also a £79 million gap in the Council's DSG budget that the Delivering Better Value programme is aiming to address.

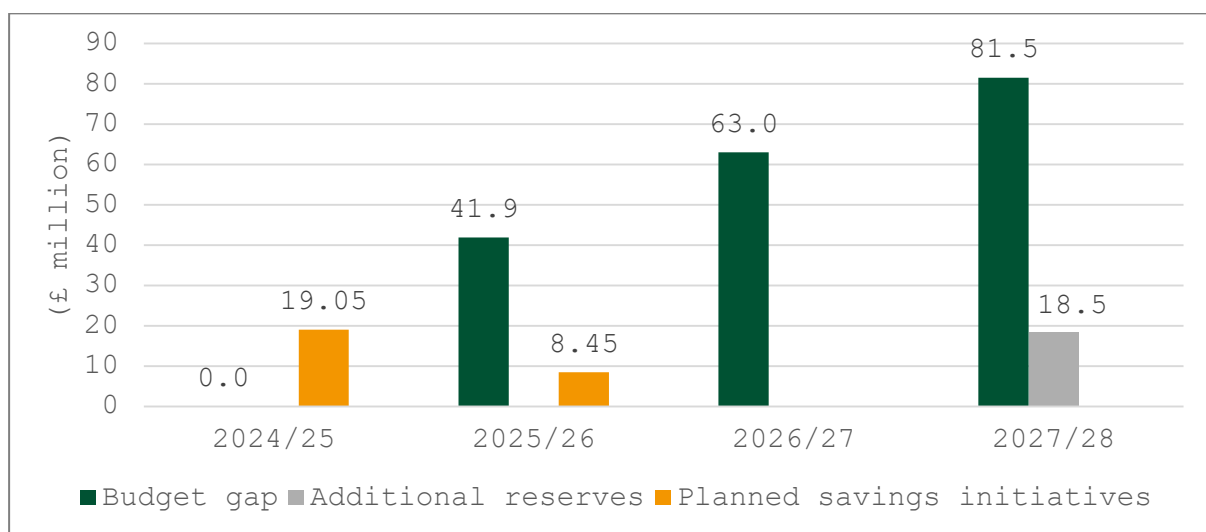


Figure 3. The projected profile of the budget gap over the next four financial years.

The main drivers of the budget gap are the projected growth in both adult and children's social care. This is due to increased demand and inflationary pressures (e.g. pay increases, supplier costs, etc.).

The Council has identified a portfolio of savings that, if delivered, will address the financial pressures within this current year. However, there are few that are projected to close the budget gap in future years.

The Council's track record of delivering the planned savings in previous financial years is relatively good, with over 90% achieved in the previous financial year. However, this does mean

that there is a need to identify some additional savings, income or cost avoidance as a contingency should existing initiatives be delayed or fail to deliver the expected financial benefits.

Work to date

Opportunity identification and definition

The work to develop this transformation plan has followed a three-phase approach, conducted over the past three months (May – July 2024). The aim of this work was to quickly identify where the greatest opportunities to support the Council in closing its £100 million budget gap.

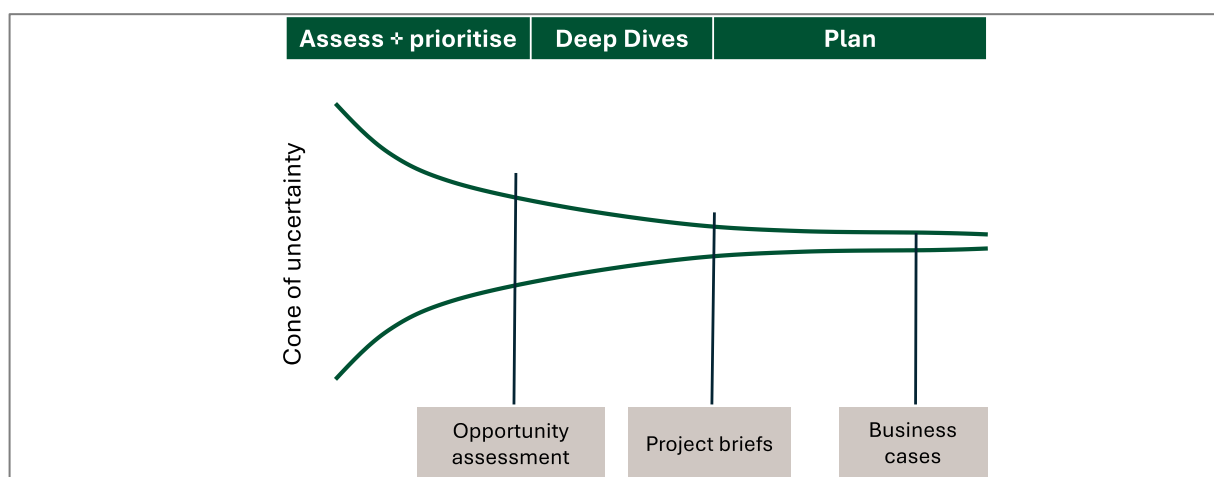


Figure 4. Cone of uncertainty and how it applies to the initial work to shape this programme.

Using a 'cone of uncertainty' principle, the approach initially focused on crude estimates to identify, quantify and prioritise opportunities that looked likely to provide the greatest financial benefit to the Council. It then invested further time in conducting 'deep dives' to assess prioritised opportunities and get greater confidence in the size of benefits. It should be noted that these 'deep dives' do not constitute a business case, which may be the logical next step for several of the opportunities that have been included in the Transformation Portfolio.

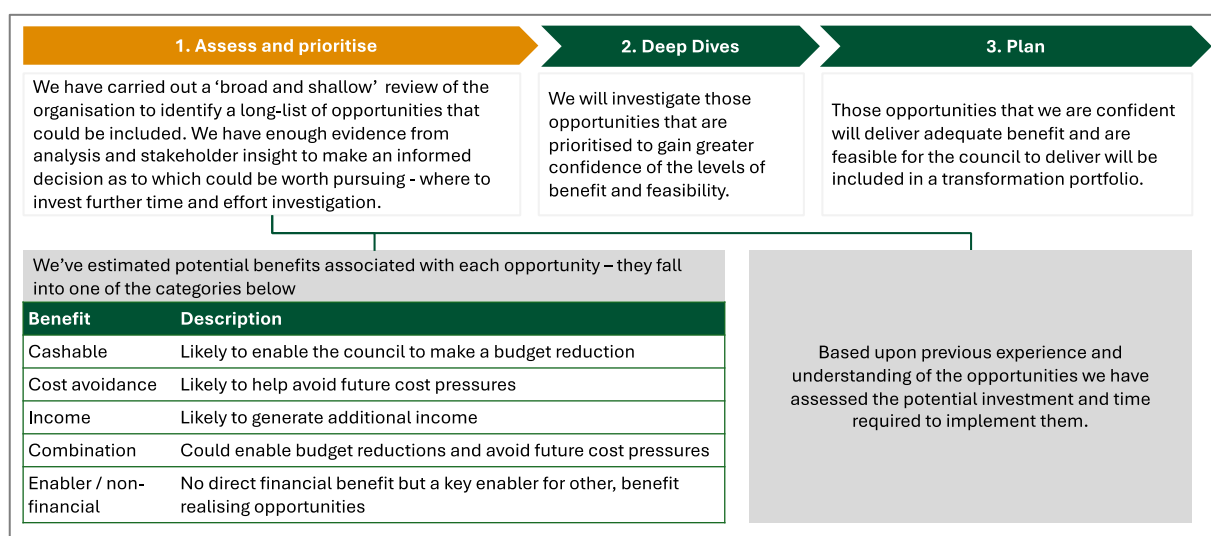


Figure 5. The three-phase approach adopted to develop this Transformation Portfolio.

The following Deep Dives were conducted during July 2024:

- Third Party Spend
- Digital First
- Early Intervention and Prevention
- Health & Social Care Partnership Case Review (in both Adults and Children's Services)
- Preparing for Adulthood / Transitions
- Adult Social Care – Learning Disability Support, Commissioning & Brokerage
- Children's Services – reunification of looked after children to the family
- Assets
- Economic Development and Growth

Depending upon the opportunities explored in the deep dive, they may require a business case before they can be delivered.

The remaining opportunities identified during the first stage fall into one of two categories:

- Business-as-usual (BAU) – there is broad agreement that the opportunity exists and the work to implement changes to realise it is clear (some additional resource may be required to support). They require a plan for delivery
- Further investigation – the opportunity requires either a deep dive or business case to determine whether it will deliver adequate financial benefits

There will be further opportunities that will require assessment as the programme matures. They will need to be investigated, and business cases developed to allow the Council to prioritise new projects for delivery.

Organisational readiness assessment

At the same time the organisation recognised that it did not have experience of delivering the level of change likely required by their situation and challenges. The Council commissioned an organisational readiness assessment to help them understand their strengths and areas for development in relation to capacity and capability of delivering such a large, complex Transformation Portfolio. This work built upon the recent self-assessment using the LGA's framework.

The review focused on three areas:

- **Effective environment, culture and behaviours** – how effective is the organisation at cultivating an environment and ways of working that actively encourages the innovation and creativity required to effectively drive change across the whole organisation.
- **Effective PMO capability and capacity** – which supports the Council to achieve pace, precision, accountability and delivery assurance. This area looks at the current practices in the context of what will be required for the coming transformation across governance approaches, delivery methodology, supporting tools, progress reporting.
- **Effective delivery capability and capacity** – to deliver the programmes and projects within the transformation portfolio, the Council will need dedicated delivery capability and capacity, and the skills and roles required for leading the transformation such as portfolio, programme and project sponsorship.

The assessment found that although there was a low readiness for change, the leadership was aware of this and had started to take actions to improve maturity of the organisation. It detailed a set of specific recommendations that the Council could implement to boost maturity levels and readiness for transformation. These recommendations are set out in the Appendix.

These recommendations have been incorporated within either the mobilisation of the Transformation Portfolio, supporting communication and engagement, or specific projects (primarily the Workforce programme).

Transformation plan

The Council has developed a Transformation Portfolio to address the challenges it faces. The successful delivery of this plan will result in a radically different organisation that not only achieves financial recovery but also workforce stability, economic growth and improved outcomes for residents.

Scope

The Transformation Portfolio will comprise six programmes, described in the table below.

Programme: Workforce	
Description	Constituent projects and initiatives
Design and delivery of a new target operating model encompassing staffing, ways of working, capabilities and culture.	WF1: Target Operating Model WF2: Agency Staff WF3: Workforce Productivity
Programme: Social Care	
Description	Constituent projects and initiatives
Projects to transform high-needs, high-care / statutory social care services. Note: Adult Social Care Cost & demand Modelling, ASC Fees & Charging, Reablement and ASC workforce development will all report in but not form part of the Programme.	SC1: Health & Social Care Partnership Case Review (H&SC PCR) – Adults SC2: H&SC PCR – Children's SC3: Pathways for Adulthood / Transitions SC4: Commissioning & Brokerage SC5: Learning Disabilities Provision SC6: Reunification SC7/8: Children in Care (Under-10 + Step Down) SC9: Children's (CSC) Cost & Demand modelling
Programme: Place	
Description	Constituent projects and initiatives
Projects and ongoing initiatives that will transform the Council's approach to place-based services, shaping the local economy and use of Council assets.	PL1: Advertising PL2: Corporate Landlord PL3: Asset strategy refresh PL4: Automatic Number Plate Recognition enforcement PL5: Specialist housing PL6: Libraries PL7: Tatton Park PL8: Waste PL9: Alternative Service Delivery Vehicle review PL10: Economic strategy
Programme: Early Intervention and Prevention	
Description	Constituent projects and initiatives
Develop a whole-council response to supporting residents to become more resilient, self-sufficient and	EIP1: Early intervention and prevention EIP2: Customer

avoid crises requiring intensive support. This also aims to manage long-term demand for services.

Programme: Digital

Description

Digitally enabled projects and programmes that will realise benefits for the Council and residents.

Constituent projects and initiatives

To be agreed as part of a prioritisation exercise, but likely to include a broad range of initiatives.

Programme: Special Projects

Description

Projects that do not fit neatly within any of the above programmes but will deliver important benefits linked to the financial and strategic objectives of the Council.

Constituent projects and initiatives

SP1: Fees & Charges
SP2: Third Party Spend
SP5: Outbound mail
SP3: Grant Funding
SP4: Income recovery & debt
SP6: Council Tax banding

The projects and initiatives that have been identified for delivery during the first tranche of work within each of these programmes are set out in the Programmes section. As the programme matures, new projects will be identified and prioritised for inclusion / delivery.

The programme will not include any of the following programmes or initiatives, however some may provide progress reports into the governance mechanisms set up as there are major dependencies with in-scope work, or they deliver significant financial benefits.

- Children's Services Improvement Plan
- LGA Peer Challenge action plan
- ASC Transformation Programme
- In-year MTFS budget initiatives
- Delivering Better Value
- Existing capital investment programmes

Transformation Roadmap / timeline

This Transformation Portfolio will take multiple years to deliver, given the amount of change involved and the size of the projects prioritised for the first stage. New projects are likely to be designed and included in the programme as the Transformation Portfolio matures.

The roadmap visual below illustrates the journey of transformation, and how the benefits will be realised over time.

Roadmap

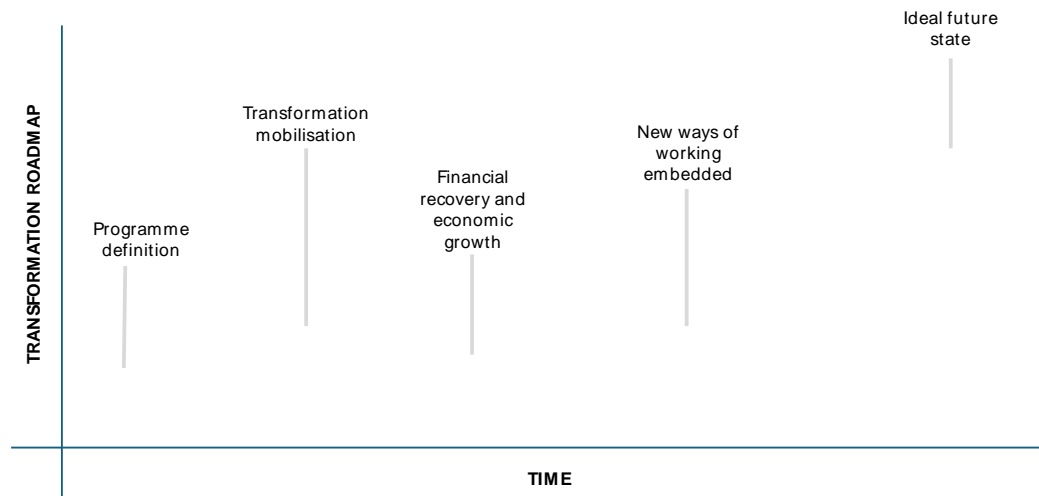


Figure 6. Roadmap showing key stages of the Transformation Portfolio.

The 'work to date' on transformation has been solely focused on programme definition, understanding the skills, capabilities and requirements of the Transformation Portfolio and the programmes of activity that it needs to include.

The next phase is transformation mobilisation, this refers not only to the set-up of the transformation PMO but also preparing the organisation for a change in cultures and practices and agreeing what the 'ideal future state' looks like in Cheshire East.

The Transformation Portfolio will not immediately realise significant financial benefits in 2024/25, but the activities included in the programme will begin to contribute toward the Council's financial recovery within 18 months.

Cheshire East has been intentional around the focus of the Transformation Portfolio not only being on financial recovery but also preparing the ground for future economic growth. As a result of the work in the mobilisation phase of work, the green shoots of recovery will be seen, and the focus of the Transformation Portfolio will be on sustaining this change by embedding the new ways of working.

The end result will be a wholly transformed organisation, that has reached its ideal future state. In this state the local authority will have developed into an organisation that is responsive to changes in demand and need across its population, has strong leadership and positive staff cultures and is resilient and able to respond to future challenges.

Benefits

Financial benefits

The primary driver of the Transformation Portfolio is the delivery of savings, additional income and cost mitigations to close the £100 million budget gap over the next four years. Consequently the delivery of financial benefits will be the key measure of success for the programme.

Based upon the work done to date, the initiatives that are included within the scope of the programme have indicative financial benefits of approximately £59 - 91 million over the next four years. This does not include the following:

- Any of the in-flight savings initiatives that are being delivered as part of this year's budget.
- A portion of the projects that would form part of the Digital Programme such as the ICS and Digital Customer Enablement programme (but does include some Triple value Impact proposals that are likely to be prioritised) – accounting for a further £14million in benefits.
- Several opportunities identified as part of the work done to date. This includes Grant Funding, SEND/Home-to-School Transport, Partnership Health and Wellbeing commissioning, and Reducing Supported Living innovation (building upon the Learning Disabilities support project).

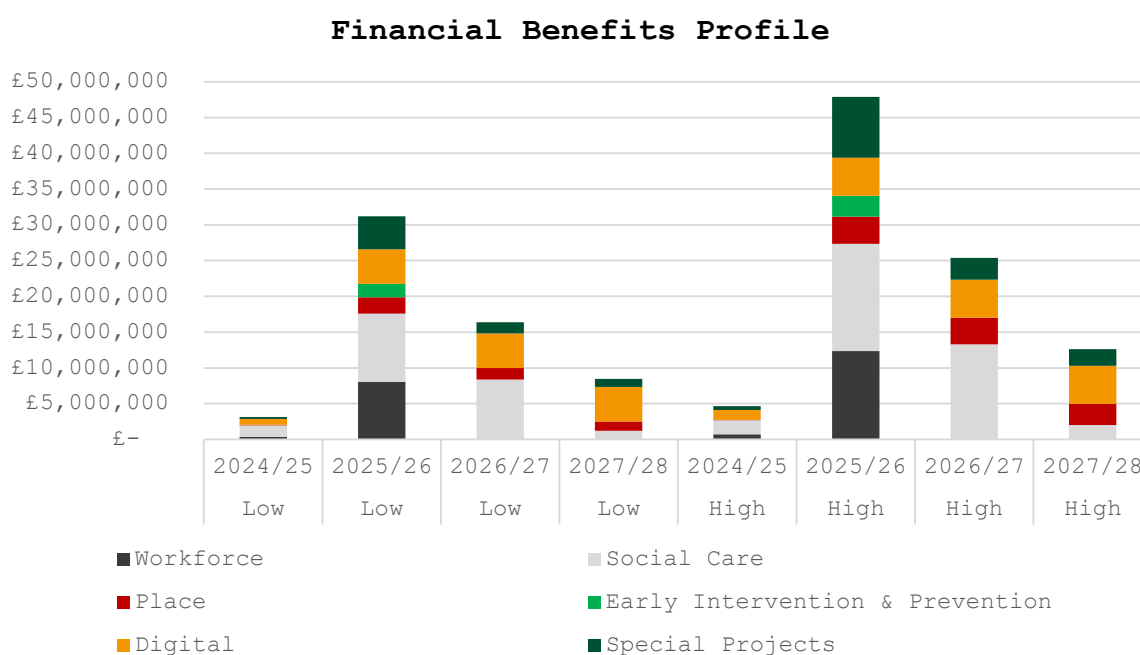


Figure 7. A profile of the financial benefits of the programme as defined through the work to date.

These financial benefits are subject to change – as business cases are developed and projects become more clearly defined. In addition, the Council anticipates that new ideas will be investigated and included in the Transformation Portfolio as it develops, and these will realise further financial benefits.

Non-financial benefits

Although the primary driver is ensuring the long-term financial sustainability of the Council, the programme will also aim to deliver non-financial benefits, linked to the strategic priorities, wherever possible. The table below summarises some of the key non-financial benefits that have been identified within the projects scoped for delivery.

Benefit	Description	Project
Outcomes for young people with complex needs	Improved experience of children and young people transitioning to adult social care support – promoting greater independence and wellbeing through better support.	Preparing for Adulthood / Transitions
Outcomes for adults with LD	Improved experience and independence for individuals through most suitable, cost-effective packages of care.	Learning Disabilities Support
Improved outcomes for residents	Improved self-sufficiency and reductions in events triggering support from statutory services.	Early Intervention and Prevention
Accommodation	Develop suitable housing for residents with specific needs, learning from experience and good practice elsewhere.	Specialist Housing
Economic growth	Improvements in inwards investment and job creation through a shared growth strategy and action plan.	Economic development

Transformation Governance Framework

Incremental improvement is typically managed on a business-as-usual basis, with departmental and service level management oversight. Larger programmes and portfolios of transformation require a more formal and dedicated oversight approach. This reflects the scope and scale, increased levels of risk and reward, and the complexities involved in delivering a series of interconnected activities.

As part of the delivery capability review the Council has developed a new Governance Framework to manage this Transformation Portfolio. This framework applies to all levels of the programme.

The Governance Framework sets out the required structure and controls for the successful delivery of the Council's Transformation Portfolio. It should sit alongside two other key documents – a Transformation Delivery Framework, a PMO Charter and a Tools and Templates Library.

To ensure clarity, we have provided a definition for Portfolios, Programmes and Projects, applied throughout this document in the diagram below.



Figure 8. How the portfolio, programmes and projects relate to each other in the framework.

Governance roles

There are some key designated roles for the Transformation Portfolio.

- **Transformation Portfolio Sponsor** - owns and champions the Transformation Portfolio and is accountable for its success.
- **Transformation Director** - runs the Transformation Portfolio and is responsible for its success.
- **Programme Sponsor** - owns and champions their respective Programme and is accountable for its success.
- **Programme Director** - runs their respective Programme and is responsible for its success.
- **Project Sponsor** - owns and champions their Project and is accountable for its success.
- **Project Manager** - runs their Project and is responsible for its success.
- **Programme Management Office** – owns programme methodology, provides support, challenge and assurance for all constituent Programmes and Projects.

The diagram below sets out where these roles sit within the governance forums in the Transformation Portfolio.

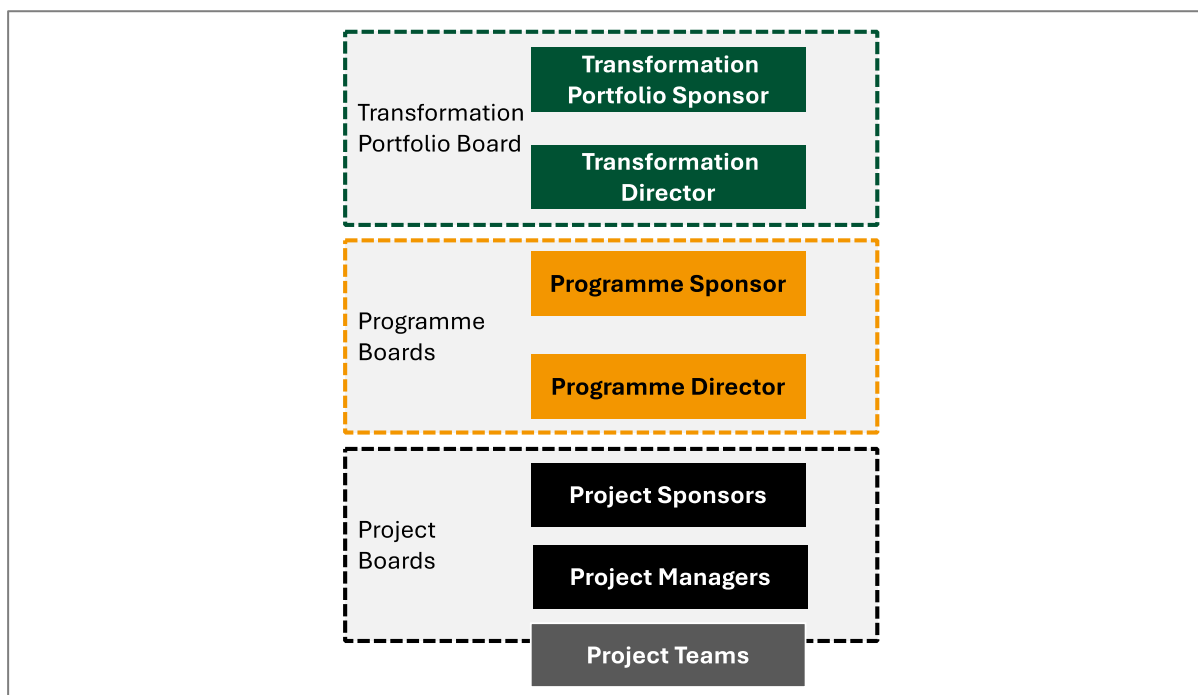


Figure 9. Where each of the key roles sits within the Transformation Portfolio structure.

These roles are described in greater detail in the appendix.

Governance forums / decision-making bodies

The following decision-making bodies will be used to oversee and control the Transformation Portfolio.

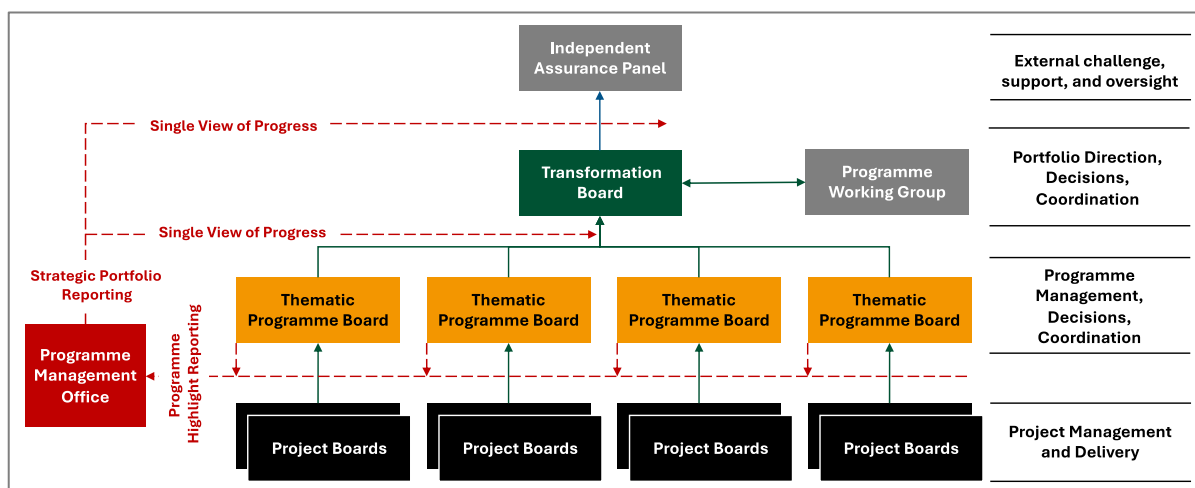


Figure 10. The governance structure for the Transformation Portfolio.

Governance forum	Description
Independent Assurance Panel	Recommended following the Corporate Peer Challenge, this is an integral part of the Council's Transformation Portfolio and associated Programme Governance Framework. It brings together external peers and internal representatives to work together to assure itself of progress and impact and provide leadership support.
Transformation Board	The Transformation Board is the main decision-making body for the Council's Transformation Portfolio, bringing together the CEO (Programme Sponsor), Director of Finance (S151 Officer), Thematic Programme Sponsors (CLT), Transformation Director and PMO, to direct the Programmes that underpin delivery of the Programme.
Thematic Programme Boards	Each Thematic Programme will have its own Board. The Board brings together the Programme Sponsor, Programme Manager, PMO representatives and representatives from the areas of the organisation most affected by the Programme (as appropriate).
Project Boards	The role of the Project Board is to agree the project deliverables and objectives and monitor the work of the Project Team. In support of the Project Sponsor the board owns the benefits of the project and ensures that the project is on track to achieve them.

Decision making

The Full Council has already provided agreement in principle to run the Transformation Portfolio, and to secure the budget to run the initial phases of the work, pending review of the Plan at Corporate Policy Committee on the 21st of August 2024.

However, the programme is anticipated to deliver work that could include new or amended policies, workforce changes, further budgetary implications (reductions, additional requests for investment, virements between codes). Some of these projects will require a Significant Decision (have budgetary implications of over £500,000, will affect more than two wards, or have a substantial impact on service delivery).

This Programme will need to work within the Council's Constitutional framework and have the flexibility and agility to avoid causing unnecessary delays. The Council will need to agree

which Committees will review and approve key decisions and other changes, and what level of decision making will be delegated. This will form part of the preparation to mobilise the Programme.

Transformation Delivery Framework

Historically the Council has had a corporate project delivery methodology, but with the change of administrations and officer leadership it is no longer in use consistently. As part of mobilisation of the Transformation Portfolio the PMO will lead on the rapid development of a new methodology, based upon best practice, that is tailored to a Cheshire East context. An example of the project lifecycle that may be adopted is illustrated below.

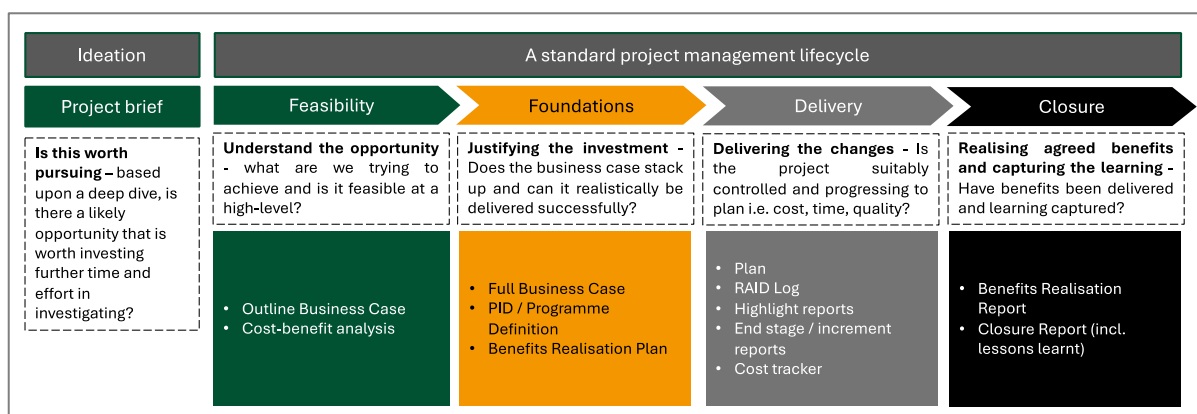


Figure 11. A standard project delivery lifecycle that could be tailored to meet Council requirements.

The methodology will cover the following:

- Project lifecycle and stages
- Approach to business case development, planning, benefits realisation, risk, issue and dependency management, etc.
- Key project documentation
- Tools and templates to support delivery
- Assessment and prioritisation of projects based upon size, complexity, value, risk, etc.

Currently, the Projects that form part of the scope of the Programmes are at different stages in this lifecycle. The Delivery Framework and Governance Framework will be used to ensure that each project passes through these stages, in a way that is proportionate to their associated value, complexity and risk.

Resourcing

As part of the opportunity analysis and the deep dive work, the Council has prepared estimates of the resources required to deliver Projects within the Transformation Portfolio.

The table below details the resourcing requirements for all those projects that have been investigated as part of a Deep Dive, and wider opportunities that have been agreed for delivery by respective Directorates.

Role	Description	Estimated FTE
Transformation Director	Management of the Transformation Portfolio.	1

Programme Director	Day-to-day management of one of the six Programmes within the Transformation Portfolio.	5.5
Project Manager	Management of one or more of the projects within the Transformation Portfolio.	See individual project resourcing
Business Analyst	In some cases the PM/BA may be a hybrid role whereby the individual is expected to both project manage and deliver a portion of the work.	See individual project resourcing
Subject Matter Expert	Individuals with in-depth knowledge of relevant services or sectors to provide input and challenge of project outputs.	See individual project resourcing
Finance	Expertise to support and challenge calculations and assumptions in business cases. Support with tracking benefits and changes to budgets.	1.0 (plus engagement from Finance Business Partners on each project)
HR / OD	Expertise to support and challenge project proposals, approach and assumptions. Support with specific workforce initiatives including consultation, job evaluation and grading, redeployment, recruitment and training.	1.0 (plus engagement from Business Partners on relevant projects)
Legal	Expertise to advise on contractual matters and policy changes.	Engagement
Procurement	Advice on procurement and contract management approaches, assumptions and plan in projects. Support with procurement of new contracts and decommissioning. Leading the Third Party Spend project.	Engagement for Third Party Spend Other projects to define in planning
Communications Officer	Owning the communications and engagement plan. Developing communications, managing delivery and monitoring impact of messaging.	1.0 (plus engagement from Corp Comms)

Other roles, such as Service Designers, Intelligence/Data Analysts and ICT may also be required for specific projects.

It should be noted that unless an opportunity is already in-flight, it may require a business case to prepare a more robust estimate of the resources required to deliver it. Where size of benefits, complexity and risk are sufficiently high, the project may require a business case before the Council approves it for delivery.

The resources above will be required past the end of this financial year; the Council will need to review this resourcing on an ongoing basis, using detailed delivery plans for current and new prioritised projects that form part of the Transformation Portfolio.

Programme Management Office (PMO)

Context

The Council faces an unprecedented set of challenges that require a huge amount of change. This change is likely to be complex and interlinked. The Council needs a function that can support it to effectively deliver and coordinate the multiple initiatives that it aims to deliver, including the MTFs, Children's Services Improvement, Transformation and Corporate Peer Challenge. The Programme Management Office (PMO) will be set up to perform this function.

Purpose

A mature PMO is a vital component for the successful delivery of the Council's emerging Transformation Portfolio.

The Council has developed a PMO Charter that provides the foundations upon which to build and deliver this function. It sets out its purpose, what it will do (and what it won't do), how it will do it, and what needs to be true for it to succeed. In doing so, it promotes a common understanding of the function and helps the organisation understand how to get the best from working it.

The PMO Charter is not all encompassing, but it does set out the key parameters in which the PMO will operate. In summary the PMO will be responsible for the following:

- **Portfolio, programme and project standards** – setting and upholding delivery standards (e.g. project plans), ensuring they are consistently applied.
- **Governance** – setting and upholding governance standards across the portfolio, programme and projects, managing and facilitating programme level governance.
- **Status tracking** - standardising the way portfolio information is compiled and provides robust independent assurance.
- **Reporting** – setting up and coordinating reporting of progress and performance across the programme.
- **Programme overview** – providing a total view of programmes and their deliverables, milestones, resources, risks, issues, assumptions and interdependencies.
- **Portfolio design and programme and project selection** – supporting leadership to continually review the programme to ensure activity remains aligned to strategic priorities.

The PMO will implement the Governance Framework and Delivery Framework that are being developed as part of preparation to mobilise the Transformation Portfolio.

This role extends to promoting and embedding a consistent, best practice approach to project delivery across the organisation, outside of the Transformation Portfolio – other projects will still be expected to adopt the Council's new project delivery methodology including the lifecycle, tools, artefacts and reporting.

The PMO also plays a key role in supporting the organisation develop the capabilities and capacity to deliver and sustain change. It will support the actioning of many of the recommendations from the Council's organisational readiness assessment, as summarised in the table below.

Theme	PMO contribution
-------	------------------

Vision	Advise leadership on setting robust programme vision and objectives. Adopt the vision and ensure alignment of programmes and projects to this vision. Support coordination of communication of vision to wider stakeholders.
Design	Assess programme and project aims, objectives, deliverables and benefits against the new operating model to ensure alignment and optimum mix of projects.
Plan	Support teams to develop and maintain robust plans at all levels of the Transformation Portfolio, through advice, challenge and assurance. Coordinate timely, consistent and accurate reporting of progress.
Leadership	Support the adoption of key leadership roles within the Transformation Portfolio.
Collaboration	Foster cross-programme collaboration through core PMO activities. Set up and run transformation networks that will promote pan-organisation collaboration and communication, including the Programme Working Group and Transformation Community of Practice.
Accountability	Maintain the Governance framework and support key transformation governance bodies and roles in effectively carrying out their duties. Hold individuals and teams to account.
People	Support the coordination of the Communication and Engagement plan to provide effective and consistent messaging to members, wider staff and other stakeholders.
PMO Capability and Capacity	The new PMO will address this by putting in place the PMO Charter , Governance Framework and Delivery Framework to support the Transformation Portfolio.

PMO structure and roles

The Council has developed a structure for the PMO that will support the Transformation Portfolio, shown in the diagram below.

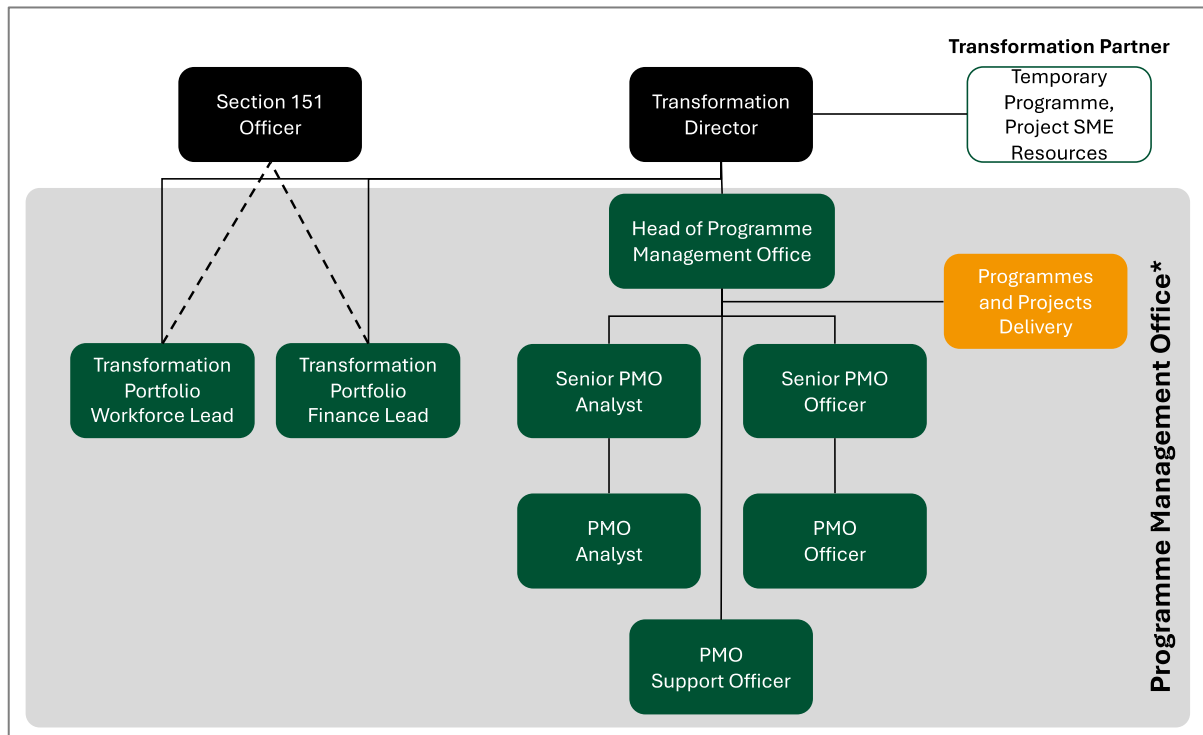


Figure 12. The proposed structure, reporting lines and governance for the new PMO.

The posts within this new structure are summarised within the table below.

Post	FTE	Description
Transformation Director	1	Champion of the PMO and point of escalation for any issues the function faces.
Head of PMO	1	Provides oversight the Transformation Portfolio, sets governance and delivery standards, provides a single source of truth on progress, provides robust challenge and assurance, manages the transformation pipeline, leads the PMO.
Senior PMO Analyst	1	Manages the programme reporting cycle, maintains strategic level portfolio reporting tools, oversight and management of an integrated approach to portfolio risks, issues, assumptions, dependencies, benefits.
Senior PMO Officer	1	Provides extensive experience and expertise in portfolio, programme and project design, assures programme planning and management is robust and consistent with the required to standards.
PMO Analyst	1	Maintains the programme-level RAID and Benefits logs, preparing summaries for inclusion in strategic level reporting, maintains the benefits planning toolkit, and supports programme managers in its use.
PMO Officer	1	Provides strong programme (and projects by exception) planning and delivery disciplines, supports the programme planning and management process and the completion of key programme documentation.

PMO Support Officer	1	Provides administrative and logistical support, supports programme governance, maintains information on the scheduling of PMO resources, assists in the production of communication materials, maintains tools and templates.
Transformation Portfolio Workforce Lead	1	Develops, maintains and owns the overarching workforce picture across the transformation portfolio, and the programmes and projects within it, including management and coordination of staff related changes / impacts.
Transformation Portfolio Finance Lead	1	Develops, maintains and owns the overarching financial picture (cost tracking, financial benefits tracking, financial risk and issues management) across the transformation portfolio, and the programmes and projects within it.

In addition the Council will appoint a temporary PMO Officer to provide dedicated support to Children's Services on their project. This is also referenced in the Social Care Portfolio Delivery Structure and Resourcing section.

PMO roadmap

Setting up and embedding an effective Transformation PMO will require time. The establishment can be summarised as taking place over three stages:

- Set-up – this involves recruiting the staff to run the PMO and developing all the key programme machinery as set out in the PMO Charter, Governance Framework and Delivery Framework.
- Capability development – this involves training of PMO staff, collaboration and support with individuals and teams that form part of the Transformation Portfolio to adopt ways of work required to deliver the change effectively.
- Transition to BAU – ongoing PMO staff development and engagement with the wider organisation to embed project delivery capabilities so that the organisation becomes self-sufficient in running transformation activity.

The detail is set out in 'Mobilising the Transformation' section of this document.

Programmes

As part of the programme the Council is dividing the initiatives into thematic groups of linked projects under several programmes. These programmes are described in the table below.

Programme	Description
Workforce	Projects and ongoing initiatives that will cut across the whole organisation and affect changes to wider staffing structure, ways of working, capabilities and culture.
Social Care	Projects and ongoing initiatives that will transform high-needs, high-care / statutory social care services.
EIP	Projects that will transform the Council's approach to interacting with residents and businesses, and how it aims to manage demand.
Place	Projects and ongoing initiatives that will transform the Council's approach to place-based services and shaping place.
Digital	Digitally enabled projects and programmes that will realise benefits for the Council and residents, as well as those that are required to maintain business continuity and mitigate key risks.
Special Projects	Projects that do not fit neatly within any of the above programmes but will deliver important benefits linked to the financial and strategic objectives of the Council.

It should be noted that the Council will be delivering other programmes of work outside of Transformation – specifically the Ofsted Improvement Plan, the ASC Transformation Programme, and Delivering Better Value. These programmes (and any other projects) will still be expected to adopt the Council's new project delivery methodology including the lifecycle, tools, artefacts and reporting.

A more detailed description of each programme within the Transformation Portfolio is provided in the sections below.

Workforce

Key projects and initiatives

The following projects and initiatives will form part of the workforce programme:

- **WF1: Target Operating Model (TOM)** - design and implementation of a new target operating model for the Council, linking up the existing work carried out the LGA Peer Challenge and the DMA
- **WF2: Agency staffing** – concerted efforts by the organisation to reduce use of high-cost agency staff, replacing with permanent recruits where appropriate
- **WF3: Workforce productivity** - concerted efforts to reduce the current high staff absence rates and increase overall productivity of the workforce

Financial benefits

Initiative (ref)	Type	2024/25	2025/26	2026/27	2027/28
WF1: TOM	Cashable	-	£6,700k – 10,000k	-	-
WF2: Agency	Cashable	£352k – 703k	£352k – 703k	-	-
WF3: Productivity	Combination	-	£1,000k – 1,600k	-	-
Total		£352k – 703k	£8,059k – 12,365k	-	-

Timelines

The main project within this programme will be design and implementation of a new target operating model.

	24/25 Q2		24/25 Q3			24/25 Q4			25/26 Q1			25/26 Q2		
Phase / activity	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Target Operating Model design														
TOM implementation														
Agency spend														
Productivity														

The Agency and Workforce Productivity workstreams will be ongoing initiatives that aim to apply a systemic approach to addressing these two challenges. The TOM design work may feed into them, however.

Delivery structure and resourcing

The programme will be overseen by a Programme Director who will be responsible for overall delivery of the programme. The table below sets out the delivery structure and resourcing for each project.

Programme sponsor: Chief Executive			
Project	Sponsor	Project Manager	Delivery team
WF1: TOM	Interim Director of Policy and Change	Project Manager / Business Analyst	LGA inputs ICC Team (Senior Consultant and Consultant) Business Analyst HR, OD, Finance, Comms
WF2: Agency	Head of Human Resources	Transformation Portfolio Workforce Lead	HR, OD
WF3: Productivity			Strategic Finance Management Team

Key interdependencies

The following in-flight and planned initiatives will have interdependencies with the projects within this programme:

- **Peer Challenge** – the recommendations from the LGA Peer Challenge will need to be factored into the design of the TOM.
- **DMA Review** – the review of the senior leadership structure has already developed a proposed staffing structure, based upon the current view of the organisation.
- **ASC Restructure** – the Director of Adults, Health and Integration is already conducting a review of the Directorate that will need to be considered within the wider TOM design and implementation.
- **ASC Transformation** – the programme includes the ASC Workforce Development initiative that will link with TOM design and delivery work, and potentially the Productivity workstream.
- **Projects and Change Team review** – there is a planned piece of work to review the current function to better align roles and responsibilities to support the transformation portfolio, which will need to be considered in light of the outputs of the TOM design and review.

Social Care

Key projects and initiatives

The following projects will form part of the workforce programme:

- **SC1/2: Health & Social Care Partnership Case Review (H&SC PCR) – Adults and Children's** – aiming to secure an equitable contribution from the Council's NHS partner for care packages where the primary need is health-related.
- **SC3: Preparing for Adulthood / Transitions** – developing a robust function to manage transition of young people that will require social care support to adulthood to improve their experience, promote independence and secure financially sustainable packages of care.
- **SC4: Commissioning & Brokerage** – overhaul of current arrangements to improve processes and practices so that the Council gets best value for money from all care providers.
- **SC5: LD Provision** – review and redesign of the LD support offer, linked to recommissioning of linked services aiming to drive better value out of the provision. This includes work around Shared Lives.
- **SC6: Reunification** – reunification of children with their families to improve outcomes and reduce the costs of care.

There are some further initiatives that have been identified through the first phase of the work as opportunities, that Children's Services will deliver as part of the work:

- SC7: Children in Care (CiC) – U10 residential
- SC8: CiC – Step-down
- SC9: Children's Social Care Cost and demand modelling

There are some projects that are already in flight and form part of other programmes that will be expected to report into Transformation because they either have strong interdependencies with other projects or will deliver financial benefits that are critical to closing the budget gap. They primarily sit within the existing ASC Transformation programme. These are:

- ASC Cost and demand modelling
- ASC Fees & Charging
- Reablement
- ASC workforce development

Financial benefits

Initiative	Type	2024/25	2025/26	2026/27	2027/28
SC1: H&SC PCR – Adults	Income	£625k	£2,500k	£2,500k	-
SC2: H&SC PCR – Children’s	Income	-	£500k – 1,000k	-	-
SC3: PfA / Transitions	Combination	£210k	£868k	£868k	-
SC4: Commissioning & Brokerage	Combination	-	£865k – 1,730k	£865k – 1,730k	-
SC5: LD Provision	Combination	£40k	£3,011 – 5,711k	£2,904 – 6,204k	-
SC6: Reunification	Cashable	£47k – 70k	£595k – 1,048k	-	-
SC7: CiC – U10	Cost avoidance	£290k	-	-	-
SC8: CiC – Step-down²	Combination	£725k – 1,015k	£725k – 1,015k	£725k – 1,015k	£725k – 1,015k
SC9: Cost & Demand modelling	Enabler	-	-	-	-
Total		£1,937k – 2,250k	£9,525k – 14,967k	£7,862k – 12,317k	£725k – 1,015k

² Given that this opportunity was not covered by the Deep Dives and represents a significant financial benefit, further work to validate the savings may be required.

Timelines

	24/25 Q2		24/25 Q3			24/25 Q4			25/26 Q1			25/26 Q2		
Phase / activity	A	S	O	N	D	J	F	M	A	M	J	J	A	S
H&SC PCR (ASC ÷ CSC)														
Preparing for Adulthood / Transitions														
Review, visioning and PfA mandate														
Pathway redesign														
Implementation														
Commissioning & brokerage														
Service procurement														
Brokerage Review														
Commissioning Transformation														
LD Provision														
Data gathering / baseline analysis														
Shared Lives														
Supported Living / Community / Res care														
Reunification - Phase 1 (24/25) & 2 (26/27)														

NOTE: For Commissioning and Brokerage data-gathering and baseline analysis exercise should be complete by end of August 2024.

Delivery structure and resources

The programme will be managed by a Programme Director. In addition the Council will allocate a temporary PMO resource to support Children's Services with their projects.

The table below sets out the estimated resources for the individual projects within the programme.

Programme sponsor: Executive Director of Adults, Health & Integration			
Project	Sponsor	Project Manager	Delivery team
SC1: H&SC PCR – Adults	Director of Adult Social Care and Operations	Project Manager / BA (ICC)	External SME (ICC) Service Team – Heads of Service / Advanced Practitioners Finance Data Team – Reporting System Team – Liquid Logic Legal
SC2: H&SC PCR – Children's	Director of Education, Strong Start and Integration		
SC3: PfA / Transitions	Director of Education, Strong Start and Integration	Project Manager / BA (ICC)	Adults, Children's and SEND SMEs Parent/Carers and Young People focus (potentially supported by a 3rd sector or community group) Business Intelligence lead (to carry out data analysis)
SC4: Commissioning & Brokerage	Interim Director of Commissioning	Part-time Project Manager (ICC)	Consultant (ICC) Commissioning Team

SC5: LD Provision	Interim Director of Commissioning	Project Manager / BA (ICC)	Business Analyst Commissioning Team Procurement Finance
SC6: Reunification	Interim Director of Family Help and Children's Social Care	Project Manager / BA (ICC)	Service Managers Business Intelligence Team
SC7/8: Children in Care (U10 and Step Down)	Interim Director of Family Help and Children's Social Care	TBC	Resourcing to be confirmed during mobilisation
SC9: CSC Cost & Demand modelling	Interim Director of Commissioning	TBC	Resourcing to be confirmed during mobilisation

The ASC Transformation projects are not included as they should have already been resourced.

Key interdependencies

There are some key interdependencies with ongoing and planned work. These are as follows:

- **Ofsted Improvement Plan** – the Children's Directorate is standing up a programme of work to address the findings and recommendations from the recent inspection. This plan has been agreed and will have overlaps with this work.
- **ASC Transformation Programme** – the Adults, Health and Integration Directorate is already running a Transformation Programme aimed at delivering savings to support the MTFS. Although these will be treated as separate initiatives there may be some dependencies upon existing projects (e.g. ASC Workforce Development) to enable realisation of savings.
- **Delivering Better Value** – this programme aims to reduce overspend, primarily in Dedicated Schools Grants (DSG), and is in-flight. It primarily focuses on Special Educational Needs and Disabilities (SEND) provision but includes home-to-school transport where there are opportunities to realise financial benefits relating to the Council's budget.
- **Capital programmes** – investment in new children's homes that will address future demand on social care services and mitigate future cost pressures.

Place

Key projects and initiatives

The following projects will form part of the Place Programme:

- **PL1: Advertising income** – maximise opportunities to sell targeted advertising through use of council assets, targeting high value markets.
- **PL2: Corporate Landlord model refresh** – a review and update of the corporate landlord model to address known pain points and unlock efficiencies.
- **PL3: Asset strategy refresh** – a rapid review of assets to identify priority opportunities to drive greater value out of specific properties within the Council's portfolio.

- **PL4: ANPR-enabled Enforcement** - use automatic number plate recognition (ANPR) technology to enforce traffic contraventions and generate income.
- **PL5: Specialist Housing** – invest in building specialist housing provision (LD, care leavers, potentially frail elderly) to reduce long-term demand and cost pressures.
- **PL6: Libraries** – remodel library provision across the borough (in line with the proposal shared with members), including use of community asset transfer and adoption of a trust model.
- **PL7: Tatton Park** – develop a solution to generate net revenue for Tatton Park or an alternative model that minimises net cost to the Council.
- **PL8: Waste** – implement changes to waste collection and disposal (e.g. three-weekly collections, increased recycling rates, food waste, etc.).
- **PL9: ASDV review** – seek to bring in remaining alternative service delivery vehicles and transform them to drive efficiencies.
- **PL10: Economic growth** - refresh the economic strategy for the Council, incorporating wider partnerships to address current and future challenges and drive further growth

Financial benefits

Initiative	Type	2024/25	2025/26	2026/27	2027/28
PL1: Advertising	Income	-	£50k – 100k	£50k – 100k	£50k – 100k
PL2: Corporate Landlord	Combination	£56k	£167k	-	-
PL3: Asset strategy refresh	Combination	-	-	£500k	£500k
PL4: ANPR enforcement	Income	To be defined in Deep Dive / Business Case			
PL5: Specialist housing	Cost avoidance	-	-	£0 – 358k	£0 – 358k
PL6: Libraries	Cashable	-	£192k – 497k	£192k – 497k	-
PL7: Tatton Park³	Cashable	-	£500k - £1,300k	-	-
PL8: Waste	Cashable	-	£1,000k	-	-
PL9: ASDV review	Cashable	-	£150k – 250k	£150k – 250k	-
PL10: Economic growth	Enabler	-	-	-	-
Total		£56k	£2,310k – 3,815k	£1,642k – 3,704k	£1,300k – 2,958k

³ This was the benefits range included in the original opportunities assessment, however given the work is yet to start it is assumed any savings or additional income would not be realised until next financial year. It is recommended that the council conducts a deep dive / business case to develop a more detailed proposal and savings.

Timelines

The Corporate Landlord, Asset Review, Specialist Housing and Economic Development opportunities were explored as part of the deep dives. Further work will be required to plan out the remaining initiatives where they are not already in delivery.

Phase / activity	24/25 Q2		24/25 Q3			24/25 Q4			25/26 Q1			25/26 Q2		
	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Corporate Landlord														
Review														
Service engagement and design														
Implementation														
Asset strategy refresh														
Engagement and prioritisation														
Opportunity assessment + playback														
Refresh														
Specialist Housing Provision														
Review / lessons learned														
Approach and bus case development														
Economic growth														
Mobilisation and definition														
Design														
Refine														

Detailed plans and resourcing will be developed for the other workstreams by following the delivery methodology that will be set out in the Delivery Framework.

Delivery structure and resources

The Place programme will be led by a Programme Director. The table below sets out the agreed resourcing for each of the projects.

Programme sponsor: Acting Executive Director of Place			
Project	Sponsor	Project Manager	Delivery team
PL1: Advertising	Director of Highways and Infrastructure		Highways Team
PL2: Corporate Landlord	Acting Head of Estates	Project Manager ⁴	ICC Team (BAs / SMEs) Assets and FM Team HR, Finance, Procurement
PL3: Asset strategy refresh	Acting Head of Estates	Project Manager ⁴	ICC Team (BAs / SMEs) Assets / Property Team Legal
PL4: ANPR enforcement	To be defined through deep dive / business case development		

⁴ The Project Manager could be the same individual for all three projects – providing coordination and support for the three teams.

PL5: Specialist housing	Head of Housing	Project Manager ⁴	ICC Team (BAs / SMEs)
PL6: Libraries	TBC	To be defined through deep dive / business case development	
PL7: Tatton Park	Director of Transformation		
PL8: Waste	Head of Environmental Services	Project team already in place	
PL9: ASDV review	Head of Neighbourhood Services	PM in post	Business Analyst
PL10: Economic strategy	Head of Economic Development	Project Manager	ICC Team (BAs / SMEs) Economic Development team Corporate Communications

The resourcing for ANPR and Tatton Park will require defining as part of further definition of these opportunities through a deep dive or business case. Waste, ASDV and Libraries are all in-flight initiatives (although at different stages in the project lifecycle), and have some named resources allocated to support delivery.

Key interdependencies

The following interdependencies have been identified:

- **TOM design and implementation** – the Corporate Landlord work will need to align with the work to design the wider organisation operating model.
- **Council Plan refresh** – the refresh of the Council Plan may include new priorities that will need to be considered as part of the operating model design work.
- **Digital** – there are several projects (either in-flight or in the pipeline) that could support realisation of financial benefits within Place-based services (e.g. Electric Vehicle charging points, Remote scanning of highways defects, etc.).
- **Devolution** – the Council is in discussions with neighbouring authorities around securing a devolution deal with central government. The Economic Development work would contribute to providing a robust business case supporting this deal.

Early Intervention, Prevention & Customer

Key projects and initiatives

The main project to be delivered within this programme will be the design of an Early Intervention & Prevention model. This project will encompass a very broad range of council (and potentially partner) functions and is very complex.

There is already a Digital Customer Enablement Programme that is focused on implementing the Netcall CRM/Case management system, AI Contact Centre Agents and several other changes. This programme will need to be reviewed as part of the Digital First next steps before it is included within this programme (see the Digital programme for further details).

Financial benefits

Initiative	Type	2024/25	2025/26	2026/27	2027/28
EIP1: Early intervention and prevention		-	£1,087k – 2,904k	-	-
EIP2: Customer					
Total		-	£1,087k – 2,904k	-	-

There may be some further financial benefits in the form of cost avoidance due to reducing demand for statutory services and costly interventions, however these have not been modelled. This would be considered as part of the design and business case development work.

There is a Digital Customer Enablement programme which includes various initiatives and has estimates of around £13.1 million in financial benefits. However, a substantial portion of this needs further validation.

Timelines

The timelines for Digital Customer Enablement Programme are not included here but will be incorporated if it is prioritised for delivery within the Transformation Portfolio.

	24/25 Q2		24/25 Q3			24/25 Q4			25/26 Q1			25/26 Q2		
Phase / activity	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Early Intervention & Prevention														
Outline Business Case														
Design & FBC														
Implementation														
Customer Services														

Delivery structure and resourcing

The focus of the work will be to develop a model that is tailored to Cheshire East's local context, and a business case that justifies council investment in implementation.

Programme sponsor: Interim Director of Finance and Customer Services (Section 151 Officer)			
Project	Sponsor	Project Manager	Delivery team
EIP1: Early intervention and prevention	Director of Public Health	Programme Director	ICC Team (BAs and SME support) Subject Matter Experts from across organisation (e.g. Housing, Employment & Skills, Public Health, etc.) HR, OD and Finance
EIP2: Customer	Interim Head of Customer Services	To be agreed	

Key dependencies

The main interdependencies are as follows:

- **TOM design and implementation** – will have strong links with any future EI&P delivery model (and for Customer Services).
- **Social Care programme** – it is likely that any future design of an early intervention and prevention service will include strong links to social care services, and there is also a risk of double counting financial benefits in both programmes.
- **Digital** – implementation of CRM/Case management systems and AI to improve customer experience will have strong links with any approach developed to support residents through an early Intervention and prevention approach. The portfolio reset will also determine priority of the Customer Programme.
- **Corporate Landlord** – an early intervention and prevention model will have specific needs for locations across the borough from which staff can support residents at risk of a crisis.

Digital

Key projects and initiatives

There is a huge amount of digital and ICT projects that are being run across the organisation. This includes a number of large, multi-year investment programmes. The first activity that will take place during the mobilisation of the Transformation Portfolio is a review and prioritisation exercise to maximise the return on investment, and re-balance the portfolio so that it reflects the need to address urgent financial challenges that the Council faces.

It is anticipated the prioritisation exercise will categorise projects as follows:

- **Accelerate / initiate** – high priority in-flight projects, or new projects that will make a substantial contribution to strategic aims (in particular closing the budget gap). Note, that new project will require some form of business case if they are sufficiently complex or require significant investment.
- **Continue** – priority in-flight projects that should be continued as they will make contributions to strategic objects or mitigate a major risk for the Council (e.g. ensuring business continuity, replacement of legacy systems, cyber-security, etc.).
- **Pause** – a worthwhile project but must be paused to allow the Council to focus resources on other projects. These may be continued once resources are freed up.
- **Terminate** – unlikely to make substantial contribution to strategic aims, a 'nice to have'.

There are nearly 270 projects in the log. Some of the major in-flight and pipeline projects within the current portfolio are as follows:

- **Infrastructure Investment Programme (IIP)** – refresh of core IT architecture that will enable all other digital projects.
- **Information Assurance and Data Management (IADM)** – projects to implement robust information management practices and join up data.
- **Digital Programme** – primarily the Digital Customer Enablement programme but also includes garden waste and others.
- **Adults, Children's and Public Health / Care Act 2 (ACPH)** – focusing on enabling key business areas to move towards a digital approach.
- **Project Gemini** – separating out the shared IT service with Cheshire West.

- **Core Financials** – projects linked to the Unit4 ERP system.
- **ICS AI** – intelligent automation initiatives that have been explored. There is a potential for over 50 instances where AI could be implemented. There is an estimated £11.1m associated with implementations of AI in Customer Services and Social Care.
- **Triple Value Impact (TVI)** – a longlist of 43 proposals that could be taken forward to implementation. Collectively there is an estimated £13.9m in benefits associated with these. Several of these have been identified as priorities to develop business cases so that they can be considered for prioritisation and delivery in the programme.

Financial benefits

A review of the current portfolio business cases and project documentation suggests that there could be a total of £30+ million in financial benefits from in-flight and proposed projects. The table below summarises the indicative benefits associated with each of the main programmes.

Programme	Projects	Benefits*
Investing in Infrastructure Programme	Essential replacement Security & Compliance	Business continuity / risk mitigation / enabler
Information Assurance and Data Management		Risk mitigation / cost avoidance / productivity savings £2.1m cost avoidance
Adults, Children's and Public Health Programme		Business continuity / risk mitigation / enabler
Project Gemini	17 projects	£1.42m – already in MTFS
Digital / Customer Access* (Including ICS)	AI assistants Service Improvement & Case Management Process automation / 2 nd phase avoidable contact Back Office Process automation Adults & Children's automation	£356k-£1m – already in the MTFS £1.5 million by 26/27 £2 million by 26/27 £2 million by 27/28 £8.5 million by 26/27
Triple Value Impact	43 proposals	£13.92m

The immediate benefit to the Council will be from re-balancing resources towards projects that will make the greatest contribution to closing the budget gap or enable further transformation.

Timelines

The first activity as part of this portfolio is a 'reset' whereby quick 'business cases' will be developed (where they don't currently exist) and a prioritisation exercise carried out. This is anticipated to take a total of six weeks.

This work needs to be carried out involving both the Transformation and Digital governance boards to ensure alignment.

	AUG			SEP				24/25 Q3		
Phase / activity	12	19	26	2	9	16	23	O	N	D
Assessment and prioritisation										
Rapid review / focus of effort										
Summary business cases										
Prioritisation										
Reset										

Delivery structure and resources

The programme will be managed by a Programme Director – likely to be the Chief Information Officer, provided they are freed up to effectively do this role. This may require an interim whilst the relevant officer transitions to this role.

The table below sets out the resources required to carry out the portfolio reset exercise. This will determine the projects and resources required for this portfolio.

Programme sponsor: Director of Governance and Compliance			
Project	Sponsor	Project Manager	Delivery team
Portfolio reset	Head of ICT (Chief Information Officer)	Project Manager	PMO support 2 Business Analysts Existing PMs on Digital projects TVI for business cases

Key dependencies

This programme has the following key dependencies:

- **Transformation Governance and Delivery framework** – a new, consistent approach to delivery will have an impact on new and existing Digital and IT projects.
- **The ASDV review** – may require additional ICT projects to return the services to the Council.
- **TOM design and implementation** – may have implications for future IT and Digital capabilities and ways of working.
- **Project Gemini** – the ICT function is undergoing major changes which will limit its capacity to deliver other work.

Special Projects

Key projects and initiatives

There are several projects that may form part of this programme. These are summarised below.

- **SP1: Fees and charges** – a systematic review of the prices that the Council charges for all services with the intention of maximising income whilst mitigating against inequality.
- **SP2: Third party spend** – a programme of work aimed at reducing spend on third party suppliers to drive greater value and make budget reductions. This will involve

preparation to re-procure key, high value contracts, and an organisation-wide systematic review of all spend, likely overseen by the Expenditure Review Panel / Strategic Finance Management Group.

- **SP3: Grant funding** – a review of the Council's approach to identifying, bidding for, and overseeing external funds/grants with the view of improving income generation and maximising value returned from the funds secured.
- **SP4: Income recovery and debt** – a review of charging and income recovery processes across the Council, with the aim of reducing outstanding debt and ultimately, debt write-offs.
- **SP5: Outbound mail** – an initiative to improve efficiency and reduce overall outbound mail and printing generated by the organisation, targeting those types of communications that are responsible for highest proportions.
- **SP6: Council Tax bandings** – introduce a routine procedure to review properties that have been renovated or extended to uplift council tax bands.

Financial benefits

This programme will aim to deliver the following financial benefits.

Initiative	Type	2024/25	2025/26	2026/27	2027/28
SP1: Fees & Charges	Income	£250k – 500k	£750k – 1,500k	£40k – 70k	£40k – 70k
SP2: Third Party Spend	Cashable	-	£3,000k - £5,000k	£690k – £1,150k	£324k - £540k
SP3: Grant Funding	TBC	Benefits to be defined in Business Case			
SP4: Income Recovery & Debt	Income ⁵		£660k – 1,650k	£660k – 1,650k	£660k – 1,650k
SP5: Outbound Mail	Cashable				
SP6: C'tax banding	Income	£12k – 23k	£47k – 94k	£47k – 94k	£47k – 94k
Total		£262k – 523k	£4,606k – 8,493k	£1,567k – 3,034k	£1,101k – 2,324k

The Grant Funding, Income Recovery & Debt, Education and Council Tax Banding initiatives will require further work to determine financial benefits in detail. These may merit a business case before the Council decides whether to include them within the programme for delivery.

Timelines

The table below sets out timelines for those initiatives covered as part of the deep dives.

⁵ This will not be additional income to the council as the revenue has already been recognised, therefore will not directly contribute to closing the budget gap. However it may increase the efficiency of collecting this income, reduce the amount of debt ultimately written off, and improve the overall cashflow of the organisation.

	24/25 Q2		24/25 Q3			24/25 Q4			25/26 Q1			25/26 Q2		
Phase / activity	A	S	O	N	D	J	F	M	A	M	J	J	A	S
Fees & Charges														
Third Party Spend														
Preparation														
Light-touch engagement														
Focused support on priority contracts														
Grant Funding														
Income Recovery & Debt														
Outbound Mail														
C'tax														

The Outbound Mail initiative will be treated as an ongoing workstream, where the organisation will target high volume activities for reduction in mail and printing. Income Recovery & Debt, Grant Funding and Education will require further planning.

Delivery structure and resources

The table below sets out the resourcing that is required to deliver those initiatives that have been defined as part of the work to date. A part-time Programme Director will oversee the collection of projects.

Programme sponsor: Interim Director of Policy and Change			
Project	Sponsor	Project Manager	Delivery team
SP1: Fees & Charges	Head of Finance	Ken Lyon (Independent SME)	Service Managers Finance
SP2: Third Party Spend⁶	Head of Procurement	Project Manager / BA	Procurement Officers Contract Managers Finance, Legal Expenditure Review Panel
SP5: Outbound mail	Director of Transformation	Part-time Project Manager / BA	Facilities Management
SP3: Grant Funding	Head of Finance	Deep Dives / Project Briefs / Business cases required to understand opportunity and resourcing ⁷ - likely to require part-time PM/BA for initial work	
SP4: Income recovery & debt	Head of Finance		
SP6: C'tax banding	Head of Revenues & Benefits		

Key dependencies

This programme has the following key dependencies:

⁶ NOTE: the service has two vacancies in key roles that needs to recruit to. A PM/BA would mitigate against the impact of changes in workforce might have on progress with this workstream.

⁷ NOTE: Chief Finance Officer has started Task and Finish Groups that are looking at some of these areas.

- **TOM design and implementation** – will have implications for most areas in scope (primarily organisation, working practices and culture).
- **Social Care** – the highest value contracts that require re-procurement in the short term are for adult social care. It is critical that the work within the Social Care programme and the Third Party Spend project align to realise substantial financial benefits.

Communication and engagement

Change Management

The Transformation Portfolio will affect fundamental, widespread changes to the Council, and potentially its partnerships. The programme will need a workforce that is capable of delivering and sustaining the changes required. Staff, members and partners will need to embrace these changes and embed them in their working. Therefore it is essential that people are supported through a journey of change, and this is threaded through the whole Transformation Portfolio.

The benefits of getting this right are:

- **Improved communication** – when stakeholders are properly informed about changes, it promotes better communication throughout the organisation and understanding from those we serve.
- **Enhanced productivity** - increase improved outcomes and return on investment by driving up adoption of change through considered change management approach.
- **Workforce wellbeing** - uncertainty about the future can be a cause for concern for staff. Change management and effective communication helps to minimise this by providing clarity and structure.
- **Improved morale** - when staff feel like they are part of the change process and that their concerns are being heard, it can boost morale and help to create a more positive work environment.

The Organisational Readiness Assessment

The Council has already carried out substantial work that will inform a communication and engagement plan. The organisational readiness assessment identified that although the organisation had a relatively low level of maturity, leaders were aware and had already taken some steps to address it. The assessment set out a comprehensive list of recommendations to boost readiness for, and ability to deliver, change. The recommendations from have been included within the appendix.

These will be incorporated into the work to mobilise the programme, specific projects and the communication an engagement plan.

In summary, the recommendations from the assessment will be incorporated into the communication and engagement work as follows:

Theme	Transformation work
Vision	To be implemented through the mobilisation of the Transformation Portfolio and the project to design of the new TOM. The communications and engagement plan will need to communicate the vision as soon as it is ready and use it as a 'north star'.
Design	To be actioned through the project to design and implement the new TOM. The key features of the new organisation such as values, culture and behaviours will need to be consistently and thoroughly communicated through the plan.
Plan	The development of this Transformation Plan addresses the majority of the recommendations, however there will be ongoing work to maintain a robust plan as the programme evolves.

Leadership	The Transformation Plan and new TOM will address these, however embedding the changes across the organisation will take much longer and will need to be built into the communication and engagement plan.
Collaboration	<p>The work to mobilise the Transformation Portfolio, and the establishment of the Transformation PMO (and associated communities of practice / networks) will implement these recommendations.</p> <p>However the communications and engagement programme will need to include messaging to promote collaboration and the removal of silos.</p>
Accountability	<p>The work to mobilise the Transformation Portfolio will address these through establishment of a clear governance framework, and the set-up of projects and programmes. It will be supported through the new PMO.</p> <p>The Council will need to secure the budget and delegated decision-making for the Transformation Portfolio.</p> <p>The communications and engagement plan will need to explain these arrangements as one of its earliest activities.</p>
People	The mobilisation, TOM and the Workforce Strategy will make key contributions to defining and shaping the messaging for staff. The communications and engagement plan will need to clearly and consistently disseminate the messages for these (i.e. vision, values and behaviours, etc.).

How communication and engagement will be managed

The approach for developing the communication and engagement plan is set out in the 'Mobilising the Transformation' section of this document. However, the Council anticipates that the plan will be managed through:

- A distinct workstream for delivering programme and portfolio communications.
- A dedicated, full-time Communications Officer with responsibility for working across programmes and with the PMO to coordinate, produce and track communications.
- PMO support to link up key programme objectives, milestones and activities to the messaging required.
- The governance framework and forums set up to manage the programme – communication and engagement would form part of standing agendas for the Transformation and Programme Boards.
- Drawing on the support of existing communications channels, forums and resources – to avoid re-inventing the wheel and duplication of efforts.

Mobilising the Transformation Portfolio

The delivery roadmap for the set-up and mobilisation of the Transformation Portfolio is detailed below. It is broken down into the following sections:

- Securing of permissions – secure the permissions to run and resource the Transformation Portfolio and appropriate delegated decision making.
- Set-up the PMO – establish the new PMO that will drive improvements in capability and capacity.
- Setting up programme infrastructure – setting up governance, delivery methodology and other support.
- Organisation-wide portfolio reset – re-evaluate the existing portfolio of projects to understand whether any capacity can be freed from pausing or terminating projects.
- Securing programme resources – secure the teams and resources required to deliver the programme, and on-board them.
- Project definition and planning – prepare detailed plans for the next stage of delivery in the project lifecycle.
- Communications and engagement plan – develop a robust communications and engagement plan.

The timeline below illustrates when these activities will take place.

Phase / activity	AUG				SEP				24/25 Q3		
	5	12	19	26	2	9	16	23	O	N	D
Permissions											
Transformation Board											
Policy & Finance Committee / Full Council											
Dept of Levelling Up, Housing & Communities											
PMO + Programme Infrastructure											
Appoint to PMO posts											
Run team launch event and briefing day											
Set-up of governance mechanisms											
Appoint to key programme posts											
Tailor and approve delivery framework											
Training / learning on frameworks											
Embedding practice and processes											
Transition to council											
Portfolio reset											
Issue of project register											
Directorate validation and prioritisation											
Transformation Board prioritisation											
Programme-specific resources											
Review of organisational capacity											
Selection of internal staff for roles											
Recruitment of external resource											
On-boarding of staff to programme											
Project definition and planning											
Planning for immediate delivery											
Sign-off of plans											
Communications & Engagement Plan											
Development of Programme ambition											
Development of draft plan											
Preparation to deliver											
Target Operating Model											
Design											
Delivery											

Figure 13. Mobilisation timeline detailing the key preparations planned for launch of the programme.

Permissions

Before it can embark on the programme it needs to secure the relevant permissions and resources. This Transformation Plan will have secured, or will require the following, approvals:

- (Shadow) Transformation Board (7 August 2024).
- Assurance Panel (9 August 2024).
- Corporate Policy Committee (21 August 2024).
- The submission (and approval) of transformation plan to the Ministry of Housing, Communities and Local Government (MHCLG) – planned for late August 2024.

The resources to run the first stage of the Programme have already been secured and approved by Full Council in July 2024.

Set-up the PMO and programme infrastructure

As part of the delivery capability and capacity assessment the Council has already developed a model for the PMO that will support the Transformation Portfolio. The PMO will be implemented and embedded in three phases (as summarised in the 'PMO roadmap' section of this report).

The first two phases will run as part of the mobilisation of the Transformation Portfolio:

- Set-up – standing up the new function prior to the launch of the programme.
 - Recruitment of key roles to run the PMO.
 - Running a PMO launch and briefing day for staff.
 - Development and set-up of programme infrastructure (see below).
- Capability development – this will run past the mobilisation stage, for a minimum of six months.
 - Blended team of experts and council staff working together to implement programme infrastructure to enable skills transfer and promote ownership.
 - Briefing sessions for Transformation Portfolio individuals and teams on the governance and delivery frameworks.
 - Dissemination of the library of tools, templates and key documents to apply.
 - Ongoing collaboration, guidance, challenge and coaching of staff by the PMO on delivery of projects and programmes.

The plan (the Governance Framework and Roadmap) sets out the infrastructure requires to support and manage the Transformation portfolio. This includes governance, delivery methodology and tools and templates to be used.

The Governance Framework has already been circulated for feedback and approval to the (Shadow) Transformation Board, and the Delivery Framework is ready to be tested, refined and adopted by the Council.

Organisation-wide portfolio reset

Although the Council runs a PMO and Project Delivery function, there is no corporate oversight of the projects and programmes being run by the organisation. This presents a number of challenges:

- There is increased risk of low visibility or awareness of projects outside their immediate department – meaning there is a risk that other areas of the organisation may launch a project that duplicates or conflicts.
- There is no guarantee that a project represents the most prudent value-for-money investment by the Council because projects aren't compared and prioritised (outside of that department or team with an overview).
- The Council does not have a clear picture of its capacity to deliver project and programmes, or where it could shift resources to accelerate or start high priority initiatives.

Officers within the Core Transformation Team carried out a data gathering exercise of planned and in-flight projects being run across the organisation. They compiled a log of approximately 570 projects.

As part of the initial stages of work the Council developed a project prioritisation scheme. This scheme will be revisited and applied to prioritisation of all existing projects and programmes. This exercise will be rapidly undertaken with Executive Directors for Directorate-specific projects, and with the Transformation Board for cross-cutting projects, and any projects that need to be escalated for decision.

Securing programme resources

The Council needs to secure the resources that will deliver the Transformation Portfolio. The reset activity will help identify officers and resources that might be freed up from pausing or terminating low priority projects, who could then be assigned to transformation work.

It is likely that at least in the short- to medium-term the Council will not have adequate internal resources to deliver all the work (unless it prioritises a much smaller pipeline that matches internal capacity). Therefore, the Transformation Board will need to assess and secure budget that will allow it to fund external support.

Over time the Council anticipates that its capability and capacity to deliver transformation will increase – through some of the activities identified as part of the PMO capacity development. The result of this is that the Council will gradually be able to take on a greater portion of the work, reducing its reliance on external support.

Project definition and planning

Several of the initiatives included within the programme are in the early stage of development and require further investigation, either in the form of:

- **A deep dive** - where they require further definition of the opportunity.
- **A business case** - where the Council should get assurance that it will deliver adequate benefits and is feasible.
- **A delivery plan** - this could range from just a designated lead, agreed timescales and commitment to report into the Transformation Portfolio to a full, detailed plan, depending upon complexity.

The table below lists some the initiatives that fall within each of these categories.

Deep Dive / Project Brief	Business Case	Delivery Plan
Education	Prioritised TVI initiatives	Fees & Charges
Tatton Park	Early Intervention & Prevention	Outbound Mail
ANPR	Specialist housing	Children in Care C U10 and Step Down
Grant funding	Income recovery & debt	
Supported living innovation	Asset opportunities	
	Reablement	

Communications and engagement plan

The Council has already completed work that will act as the foundation for a future communications and engagement plan, through the Organisational Readiness Assessment. It will need to invest some time during mobilisation to agree some fundamentals relating to the Transformation Portfolio such as an articulation of ambition and clear aims and objectives, aside from the need to close the budget gap.

The Council will develop the communications and engagement plan through the following activities:

- Development of a Transformation Portfolio ambition that articulates a much broader picture of where the Council wants to be in future, aside from financial sustainability.
- Drafting of a Communications and Engagement Plan to cover the recommendations from the organisational readiness assessment, the vision, the objectives, the programmes in scope, and anticipating key milestones that may drive messaging. This will include:
 - Key stakeholder groups as part of a mapping exercise
 - Core messaging (as can be reasonably defined prior to launch)
 - Comms channels to be used
 - Cadence of communications to ensure a regular 'drum beat'
 - Roles and responsibilities for management, monitoring, delivery and changes
- Socialisation with Corporate Comms (or the designated officer for the programme) and the Transformation Board for input and sign-off.
- Preparation to deliver and manage the communication and engagement plan.

It should be noted that there are some key projects that will drive communications and engagement messaging that haven't started yet (i.e. TOM development and implementation, Workforce) and so the plan will require review and updating to reflect these developments.

Conclusion

The Transformation Plan will be discussed and approved at the shadow Transformation Board before being submitted for review at the newly established Assurance Panel. Following feedback from senior leaders and members (via Corporate Policy Committee) the final version of the Transformation Plan will be submitted to MHCLG in August 2024. During this time, the programme will mobilise, including the allocation of internal resources and the confirmation of external support required. The success of the plan will be monitored through the Transformation Board.

Appendix

Glossary

Term	Description
ASC	Adult Social Care
Business as usual	Work that wouldn't be considered a project as it implements incremental change or represents continuous improvement and should largely fall within the day-to-day activities.
Business Case	The key document that provides the justification for the Council in investing time, effort and resources into delivering a proposed project. The business case must be approved before the Council will allocate resources and give permission to deliver a project.
CSC	Children's Social Care
Health & Social Care Partnership Cases – "Continuing Healthcare"	A national NHS scheme for supporting individuals whose primary needs are health related.
Deep Dives / Project Briefs	The initial piece of work to investigate and define an opportunity, proposed as the first step in the Delivery Framework.
Delivery Framework	The proposed arrangements for establishing a common, consistent way of managing projects. It includes a project lifecycle, key minimum outputs and documentation, and a suite of tools and templates.
Pathways for Adulthood	The journey of children and young people into adulthood, focusing on the outcomes of education, training and employment, independent living, friends, relationships and community, and good health.
Portfolio	A collection of project, programmes and other activity – in this case all the work that sits within the council's efforts to deliver transformational change.
Programme	A collection of projects and other activities that are delivered together to achieve a specific set of long-term aims.
Projects	A piece of work that will deliver change, and benefits for the council, with a defined start and finish.

Organisational Readiness Assessment recommendations

The table below sets out the recommendations from the Organisational Readiness Assessment, by each 'lens' through which maturity was assessed.

Lens (maturity)	Recommendations
Effective environment, culture and behaviours	
Vision (2/5)	<p>Develop, communicate and reinforce an organisational vision, describing the type of organisation Cheshire East Council could and should be. The need to address financial challenges is clear, but to what end, beyond survival, is not. The Council needs a vision for what a transformed organisation could and should look like, one that supports positive outcomes within a sustained and significantly reduced finances.</p> <ul style="list-style-type: none"> • Organisation aspirations – develop a single articulation of organisational aspirations, linked to the Council's broader commitments to the people and place it serves. • Organisational principles – develop a set of design and operational principles that will underpin and enable the organisational aspiration. • Organisational features – articulate the key features of the future organisation, things it will need to prioritise and excel at if it is to achieve its aspirations. • Organisational red lines – determine if there are any political red lines the Council will not cross, things that are not part of the future for Cheshire East Council.
Design (1/5)	<p>Develop and implement a new operating model for the Council, one that promotes the best possible outcomes for the people and place of Cheshire East, whilst capable of living within its means. Beyond addressing in year saving requirements, the level of transformation required, just to meet ongoing financial challenges alone, is profound, and means that the Council will require a new model of operation. This should form a key part of the Council's transformation portfolio and should also address cultural, and process concerns about current ways of working raised in the LGA Peer Challenge. This work is dependent of the completion of the recommendations related to Lens 1 – Vision.</p> <p>Core components of the operating model should include:</p> <ul style="list-style-type: none"> • Leadership Structure • Organisational Structure • Values, Culture, Behaviours • New Business Planning and Performance Cycle • New Governance and Assurance Model
Plan (2/5)	<p>Develop, communicate and reinforce a single overarching Transformation Plan. True success should be judged not only on the ability of the organisation to deliver change but sustain and build upon that change. Central to this definition of success, is people, therefore the plan should include both programme management and change management initiatives.</p> <p>Core components of the operating model should include:</p> <ul style="list-style-type: none"> • Overarching high level transformation phases and timescales

Lens (maturity)	Recommendations
	<ul style="list-style-type: none"> • Portfolio structure and the key programmes that make up the transformation • Key leadership and management roles and responsibilities at portfolio and programme level • Key investment requirements and associated resourcing strategy and approach for rapid deployment • A clear view of mobilisation activity and timelines, with clear set of initial programme level outputs • A timeline for the development of validated investment requirements and benefits across all programmes and projects
Leadership (2/5)	<p>CLT, WLT, and WLC need to coalesce around (then live and breathe) a set of clear and consistent messages around the case for change, the transformation agenda, vision for the organisation, and support for the workforce. There is commitment at CLT to transformation, but no explicit articulation and agreement of the requirements and expectations of CLT, WLT, and WLC. The leadership of the organisation preside over a deeply siloed organisation and must act as one to challenge this, if it is to successfully delivery major change and transformation.</p> <ul style="list-style-type: none"> • Transformational leadership skills development and support, starting with support for fulfilling key leadership roles. • Develop, agree and visibly demonstrate day to day, a set of transformation leadership behaviours. • Ensure transformation governance is based on an environment or transparency and ability to speak freely.
Collaboration (1/5)	<p>Launch, communicate and embed the transformation governance framework, which promotes joint working and coordination across the transformation portfolio, in pursuit of shared outcomes. The Corporate Peer Challenge perhaps says it best. It points to the 'siloed nature of the Council with poor joint working across (and within) departments' and 'poor working relationships across services'. The scope, scale and pace of transformation at the Council cannot be driven down departmental lines, it must be coordinated and delivered cohesively across the organisation.</p> <ul style="list-style-type: none"> • Prioritise the launch the Programme Managers Working Group as part of the transformation governance framework. The group will meet to effectively; coordinate efforts, activity and resources; support each other in the delivery of respective programmes; monitor and manage interdependencies, assumptions risks and issues. • Development of a transformation community of practice, considering both internal and external participants, sharing knowledge and experience; championing change and transformation; working together on specific areas of challenge and/or opportunity.
Accountability (2/5)	<p>Document, communicate and embed individual and group leadership and management accountabilities and responsibilities for transformation at portfolio, programme and project level. The CEO's accountability for what will become the Council's Transformation Portfolio is clear, and the</p>

Lens (maturity)	Recommendations
	<p>introduction of a Transformation Board made up of the Council's leadership, and the recent appointment of a transformation Director is a very good start. Explicit accountabilities, roles and responsibilities for transformation now need defining and communicating, with some training.</p> <ul style="list-style-type: none"> Document and agree terms of reference, with clear accountabilities and responsibilities, for key forums within the transformation governance framework, including – Independent Assurance Panel, Transformation Portfolio Board, Thematic Programme Boards, Project Boards and Programme Managers Working Group. Secure delegated authority from Members to the Transformation Portfolio Board for management and allocation of the transformation budget and management and decision making in regard to the Transformation Portfolio.
People (1/5)	<p>Develop a Transformation Communication and Engagement Strategy and underpinning Communication and Engagement Plan. Whilst acknowledging that some organisational communication is taking place, and more around transformation is being prepared, the narrative is dominated by the financial challenge and needs balancing with the opportunities transformation brings. There isn't yet a common narrative or understanding about the future.</p> <ul style="list-style-type: none"> Develop a new Workforce Development Strategy and underpinning Workforce Development Plan. This should consider; supporting the workforce through change and transformation; developing the workforce of the future, with the required skills and experience to not only sustain the change but build upon it. Revisit organisation values and behaviours Ensuring they are reflective of what is desired and required of the future organisation and commonly understood, bought into, and influencing day to day ways of working.
Effective PMO Capability and Capacity	
Design (1.4/5)	<p>The recommendations are captured in the documents developed by the Council to develop effective PMO Capability and Capacity. These are:</p> <ul style="list-style-type: none"> The PMO Charter Programme Governance Framework Programme Delivery Framework
Support (1.6/5)	
Delivery (2/5)	
Governance (2/5)	
Tools (2/5)	
Influence (2.4/5)	
Effective Delivery Capability and Capacity	
Sponsorship - portfolio sponsorship remains with the CEO, and programme sponsorship is all allocated to members of CLT. Project sponsorship should be allocated to directors,	

Lens (maturity)	Recommendations
	<p>heads of service and managers as appropriate to the scope, scale, risk and reward of the project. Clear definitions and expectations will need setting out and support for people to undertake these roles should be put in place.</p> <p>Leadership - portfolio management is the preserve of the Transformation Director, supported by a mature and highly effective PMO. We recommend highly experienced, tried and tested full time Programme Managers are brought into the organisation, once programmes are identified. Projects will require solid management that you would expect to provide through the Project and Change Team.</p> <p>Delivery - in the immediate term the Council will identify where internal provision can be made, and where external support will be needed.</p> <p>Enabling - develop a clearer view for key capability and capacity from enabling services as the design of the Council's transformation portfolio, and identification of the programmes and projects within it. In the immediate term, the Council should ensure.</p> <ul style="list-style-type: none"> • A full time named transformation finance lead, senior individual overseeing costs and financial benefits across the portfolio. • A named transformation workforce lead, senior individual overseeing HR and Org Development across the portfolio. • A named transformation communications lead, dedicated to driving and coordinating communications across the portfolio. • A named finance, ICT, HR, Data/Insight business partners to be allocated to each thematic programme once identified.

Transformation roles

Role	Key responsibilities
Transformation Sponsor	<p>Sets and maintains the vision and objectives, ensuring alignment with the Council's strategic priorities and medium-term financial plan.</p> <p>Ensures conditions for success are met by providing direction and leadership, funding and resources, mandate and support for change.</p> <p>Oversees the portfolio from start to finish, ensuring it meets its objectives and realises the associated financial and non-financial benefits.</p> <p>Ensures the required governance structure is in place and running effectively – chairs the Transformation Portfolio Board.</p> <p>Most senior decision maker on all transformation matters, with the exception of those decisions that require Member involvement.</p> <p>Ensures transformation is delivered in line with agreed best practices, maximising impact (benefits) and minimising risk.</p> <p>Owns Member engagement and manages the relationship between the Transformation Portfolio Board and the Independent Assurance Panel.</p> <p>Champions transformation within and outside of the organisation, ensuring effective stakeholder engagement and communication.</p>
Transformation Director	<p>Maintains an integrated Portfolio Plan, proactively monitoring collective progress of the programmes and projects against the plan.</p> <p>Manages the portfolio from start to finish, ensuring it is delivered in line with agreed best practices, and delivers the associated benefits.</p> <p>Effective co-ordination of the programmes, management of their interdependencies, oversight of any risks and issues, resolving as required.</p> <p>Defines transformation governance arrangements, ensuring quality assurance and overall portfolio integrity. Attends the Transformation Portfolio Board and Thematic Programme Boards.</p> <p>Oversees the Portfolio Budget, monitoring costs across the programme, against progress, deliverables and benefits.</p> <p>Ensures programmes are appropriately resourced, and common resources and skills (e.g. core support services) are coordinated effectively.</p> <p>Works with the Transformation Sponsor and Portfolio Management Office to facilitate effective governance and assurance.</p> <p>Chairs the Programme Working Group, bringing Programmes Managers together to focus on the day-to-day management (i.e. benefits, risk, etc.)</p>
Portfolio Sponsor	<p>Sets and maintains the programme objectives, ensuring alignment with the broader portfolio, Council's priorities and MTFS.</p> <p>Oversees the programme from start to finish, ensuring the programme maintains the required funding and resources to meet its objectives and realises the associated benefits.</p>

Role	Key responsibilities
	<p>Provides clear direction and leadership to all projects within the programme, in consideration of the broader portfolio and organisational context.</p> <p>Drives and oversees the effective delivery of the programme, dealing with escalations from projects and programme level, risks, issues and interdependencies as required.</p> <p>Ensures the required programme governance structure is in place and running effectively – chairs the Programme Board and attends / reports to the Transformation Portfolio Board.</p> <p>Most senior decision maker on the programme, with the exception of those decisions that require Transformation Portfolio Board or Member involvement.</p> <p>Owns the relationship between the Programme Board and Portfolio Board, and engagement and communication with key stakeholders.</p> <p>Champions the programme and broader portfolio within and outside of the organisation, supporting effective stakeholder engagement and communication.</p>
Portfolio Director	<p>The Portfolio Director is a leadership role, whereby they provide direction, support and assurance for the constituent projects and initiatives.</p> <p>Effective co-ordination of the projects, management of their interdependencies, monitoring of costs, oversight of any risks and issues, resolving and initiating corrective action as required.</p> <p>Works closely with the Programme Sponsor and Portfolio Management Office to facilitate effective programme governance and assure quality of outputs and delivery standards.</p> <p>Attends the Programme Board, is the key point of contact for the project managers and coordinates their attendance and input.</p> <p>Attends the Programme Working Group, bringing Programme Managers together to focus on the day-to-day management of resources, interdependencies, risks and issues.</p> <p>Develops and maintains an integrated Programme Plan, proactively monitoring collective progress of the projects against the plan.</p> <p>Develops and maintains programme level Benefits Tracker, Cost Tracker and RAID Log, and produces monthly Programme Highlight Reports for the Transformation Portfolio Board.</p> <p>Ensures projects have key foundations in place (e.g. Project Initiation Documents and Business Cases) and key controls (e.g. Highlight Reporting, RAID Logs, Change Control).</p> <p>Ensures projects have the required funding and resourcing to deliver to agreed plans and deliver associated deliverables and benefits.</p>
Project Sponsor	<p>Accountable for setting out the business case, defining the project's success criteria and get stakeholder buy-in, oversight of project delivery, and realisation of the associated benefits.</p>

Role	Key responsibilities
	<p>Ensures the project is funded and resourced; managed / governed appropriately; managing risks, issues, and escalations; removing blockers; ensuring the quality of outputs.</p> <p>Chairs their Project Board and attends and owns the relationship with the Programme Board. Oversees engagement and communication with key stakeholders.</p>
Project Manager	<p>Responsible for the planning and day-to-day delivery of the project, coordinating activity and the effective management of risks, issues, assumptions and interdependencies.</p> <p>Responsible for managing the Project Team, the delivery of the key project outputs and associated benefits, and reporting progress against agreed plans.</p> <p>Developing and maintaining key project documents / controls including Business Case, Project Initiation Document, Project Plan, RAID Log, and Benefit Realisation Plan.</p>