



Report for:	Cabinet
Date of meeting:	12 February 2019
PART:	1
If Part II, reason:	

Title of report:	New Normal Programme
Contact:	<p>Cllr Andrew Williams – Leader of the Council Cllr David Collins – Portfolio Holder for Corporate and Contracted Services</p> <p>Author/Responsible Officers: Sally Marshall – Chief Executive Linda Roberts – Assistant Director (Performance, People & Innovation)</p>
Purpose of report:	To brief members on the New Normal Programme which is a council wide approach to continuous improvement and change management and seek Cabinet approval for the “New Normal Strategy”
Recommendations	That Cabinet approve the New Normal Strategy
Corporate objectives:	Delivering an efficient and modern Council
Risk Implications	<p>Change occurs continuously by adopting a Council wide approach to change management it enhances the Council’s ability to examine opportunities presented by change; to avoid duplication of effort and ensure the maximum services benefit from improvements.</p> <p>The main risk for this type of activity is that it is a programme of work that has to be managed. This has been mitigated by the development of a programme structure with clear sponsorship and direction, using existing approval mechanisms and will be widely communicated going forward.</p>
Equalities Implications	No implications from this report. An equalities impact assessment will be undertaken in respect of programme of projects contained within the four work streams.
Health And Safety	No implications from this report.

Implications	
Monitoring Officer/S.151 Officer Comments	<p>Monitoring Officer:</p> <p>All projects agreed under the New Normal Programme will follow the Council's project management guidance and constitutional rules to ensure required approvals are obtained and project outcomes are properly monitored and reported.</p> <p>Deputy S.151 Officer</p> <p>There are no initial financial implications of this strategy. As the programme develops proposals, business cases including any financial implications will be submitted for approval, in line with Dacorum financial regulations.</p>
Consultees:	<p>James Deane (Corporate Director Finance and Operations)</p> <p>Mark Gaynor (Corporate Director Housing and Planning)</p> <p>Mark Brookes (Assistant Director Corporate and Contracted Services)</p> <p>Corporate Management Team</p> <p>Leadership Team</p> <p>Cabinet</p> <p>Finance and Resources Overview and Scrutiny</p>
Background papers:	<p>CPC feedback presentation Dacorum</p> <p>http://dennis/sites/iandi/_layouts/15/WopiFrame.aspx?sourcedoc=/sites/iandi/Robs%20Handover/Corporate%20Peer%20Review/CPC%20feedback%20presentation%20Dacorum.ppt&action=default&DefaultItemOpen=1</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>CPC – LGA Corporate Peer Challenge review</p> <p>PID – Project Initiation Document</p>
Appendices	<p>Appendix 1 – New Normal strategy</p>

Background

1. In July 2016, the LGA conducted a Corporate Peer Challenge (CPC) and overall were impressed with the performance of Dacorum Borough Council (DBC) both managerially and politically. However, there is a recognition that the Council, its elected members and officers need to ensure a culture of continuous improvement is embedded within the organisation, given that society is continuously changing. As a result the Council needs to be in a position to adapt its approach to service delivery to meet these needs.
2. It is recognised that much change has happened in recent years:
 - £30m Hemel Hempstead regeneration programme
 - Dacorum Borough Council move to the Forum
 - Increase in demand and provision of new homes
3. This programme of direct investment has been achieved within a constrained local government financial environment at a time when demand for services has increased but whilst protecting the delivery of front-line services.
4. The CPC findings were presented to Cabinet following the review. One observation from the CPC review was that “DBC needs greater clarity in its change management approach”. In addition, there is a need to ensure that a culture of continuous improvement is embedded and ensure that DBC is able to prioritise resources to deliver work-plans that deliver the maximum benefit.
5. It was important to define the approach not as a “transformation programme” as that can imply that the starting point is bad, whereas DBC is starting from a good base.
6. It is key that people within the organisation recognise that change is constant, and change is normal, and that by going through change in a structured, managed way the Council can deliver the “New Normal”; hence the **New Normal** programme
7. During facilitated workshops, Cabinet and Corporate Management Team, together with the feedback received from an LGA Corporate Peer Review, have identified some key areas for further development, to enable DBC to continue to deliver quality services in a constantly challenging and changing environment.
8. This strategy outlines the Council’s approach to change management and recognises that the Council, its elected Members and Officers need to ensure a culture of continuous improvement is embedded within the organisation, given that society is continuously changing.
9. As a result, the Council needs to be in a position to adapt its approach to service delivery to meet these needs. Whilst this is predominantly an internally focused strategy, its outcomes will affect the Council’s relationships with its Residents, Communities and Partners. The three key areas of focus of the strategy are:
 - Ways of Working;
 - Partnership

- Leadership.
10. A work programme developed in each of these areas will support the strategy.

Developing the Strategy

11. The Council is committed to being a “modern and efficient Council but with a human face”. Central to delivering this commitment, will be to incorporate within change management initiatives the approaches summarised and illustrated in the model shown page 7 of the strategy.
12. New Normal” is a programme that covers the way things are done in DBC. From defining how service delivery models will be developed, implementing new operating models and systems to support new ways of working through to supporting staff in the development of their skills to respond to the challenges being faced.
13. In addition to new ways of working and new systems, this strategy will also support the development of the organisation’s cultural approach in particular, how this supports the behaviours and ways of working the Council wants to promote.

Programme Management and Governance

14. The New Normal programme structure is shown on page 11 of the strategy, and has the full support of the Chief Executive and the Chief Officer Group.
15. The Programme Director will oversee the whole programme to ensure that there is no unnecessary duplication of effort, and that resource is prioritised to the projects with the highest priority
16. There are three themes broken down into four work-streams: Leadership, Partnerships, Systems, People, and all have a Sponsor and Lead. Each work-stream has business representatives who will work with cross-council teams to develop and discuss ideas for improvement. All work-streams will use the same prioritisation tool to help with priority setting.
17. The resulting priority projects will be described in a mini Project Initiation Document (PID), and presented to the New Normal Programme Board for approval. Only when approved will a full PID be prepared which will seek approval and funding through the Council’s normal channels.
18. The New Normal Programme will utilise existing governance arrangements and follow finance regulations and procurement and standing orders as required.
19. The diagram on page 12 of the strategy illustrates the governance of the Programme.

Next Steps

20. The draft programme was launched to staff at the Staff Conference on 21 November 2018. Their involvement in the development of the projects will be

essential to the success, and ultimate improvement of the provision of services.

21. The work-streams have been convened and initial “kick off” meetings held to clarify the scope and objectives for the work-streams. These are described in the strategy document.
22. During February 2019, each work-stream is holding a workshop, the purpose of which will be to start to generate ideas and projects for inclusion within the change programme. These projects will be prioritised to ensure the best use of resources.
23. Members will be engaged in specific projects through relevant work-streams as they are developed and progress through the governance.

Recommendation

That Cabinet approve the New Normal Strategy.