

Appendix B: Future Dacorum Transformation Programme Deliverables

Work stream	Phase 1 (Dec 20 – Mar 21)	Phase 2 (Apr 21 – Sep 21)	Phase 3 (Sep 21 onwards)
<p>Operational Efficiency <i>Senior Leadership Review</i></p> <p><i>Communications Strategy</i></p> <p><i>People and OD Strategy</i></p>	<ul style="list-style-type: none"> • Commissioned EELGA as advisory partner. • Identified suitable partner to develop a Communication Strategy with the internal comms team for DBC. 	<ul style="list-style-type: none"> • A Senior Leadership Review will get underway CEO will work with COG and SLT to ensure that the future Tier 2 structure aligns more closely with the Council’s future priorities, ambitions and plans. • Creation of new structure, JDs and Person Specs. • Consultation process. • Implementation phase. • Comprehensive and strategic review of the Council’s communication arrangements and focus– this will include an audit of current activities and issues, a revised approach and new Communications Strategy and a plan of action and timetable for implementation. • Identified suitable partner to develop a People and OD Strategy with the HR team for DBC. 	<ul style="list-style-type: none"> • Review of Tier 3 of management levels and alignment with revised leadership structure. Consultation and Implementation processes. • Followed by Tier 4 review. Consultation and Implementation processes. • Comprehensive and strategic review of the Council’s People Strategy – this will include an audit of current activities and issues, a revised approach and

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			new People and OD Strategy and a plan of action and timetable for implementation.
Leadership Development	<ul style="list-style-type: none"> • Commissioned Vital Minds as leadership development partner. • Commenced 1-2-1 coaching for all Corporate Leadership Team (top 25 managers) plus additional front line service officers. 	<ul style="list-style-type: none"> • Complete coaching (6 sessions) per coachee. 	<ul style="list-style-type: none"> • Psychometric testing and focussed workshops to build and develop the Council’s Leadership teams
IT and Data Strategy and Management	<ul style="list-style-type: none"> • Worked with Differentis, building on previous engagements, to develop our preferred approach to the development of a new IT and Data Strategy. 	<ul style="list-style-type: none"> • Commission Differentis to partner on the development of new IT and Data Strategy. • Deliver IT and Data Strategy • Deliver IT and Data Business Case containing options, costs and recommendations • Design and embed a Technical Design Authority to assure the technology choices and decisions made by the organisation • Provide the technical support to the Great Places to Work work stream • Identify tactical projects to deliver process improvement and service benefits 	<ul style="list-style-type: none"> • Deliver pathfinder projects in line with strategy principles • Deliver mobile technology to support field-based remote workers • Implement changes to the IT Organisation to improve capability and governance building on the implementation of a Technical Design Authority and the introducing IT Business Partners.

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<p>Improving Services <i>Service Planning</i></p> <p><i>Service Reviews</i></p>	<ul style="list-style-type: none"> Commissioned Ameo Group as advisory partner. 	<ul style="list-style-type: none"> Service Planning underway across the Council – new service plan proposals will dovetail into the budget planning process. Service Review process commences with focus on Housing Services. Commissioned Paul Langford to undertake review. Customer Services review to be procured New approach to Customer Complaints, FOI and MP Enquiries to be developed – procurement underway and initial stages commenced. Commercial Assets and Property Development review to be scoped. 	<ul style="list-style-type: none"> Rolling programme of service reviews to be developed Refresh of Council’s commercial strategy Waste Services Review to be scoped New process embedded. Tender for new ICT solution. Implement new ICT solution. Review of Commercial Assets and Property Development to be undertaken.
<p>Great Places to Work</p>	<ul style="list-style-type: none"> Commissioned Alison Girdiefski as advisory partner. Sent out Questionnaires to all staff for views on new ways of working when lockdown restrictions are lifted. Sent out Questionnaire to all Group Managers to understand ways of working within teams and requirement going forward to ensure 	<ul style="list-style-type: none"> Analysis of feedback and workshops with teams to gain further understanding and commitment to new approaches. Reconfiguration of The Forum, dependent on the feedback, to facilitate collaborative working and provide creative working spaces. 	<ul style="list-style-type: none"> Engage with staff working at the Cupid Green Depot with a view to refreshing their working spaces as necessary. New arrangements to be developed for sharing of partnership space at the Forum.

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	<p>excellent service delivery to our customers.</p>	<ul style="list-style-type: none"> • Procurement of property support to enhance proposals for partner occupation of the Forum. 	
<p>Effective Project Management</p>	<ul style="list-style-type: none"> • Commissioned Differentis as advisory partner. • Developed and published a set of revised Project Management Templates for use across the organisation • Developed and published a draft approach to Project Management. • Developed and delivered a register containing all of the projects presently in the pipeline or underway across the organisation. 	<ul style="list-style-type: none"> • Develop and implement a range of dashboards to be used to monitor and control projects and performance against KPIs. • New approach to Project Management to be embedded across the organisation. • Embed the concept and practice of effective project sponsorship • Engage senior managers to participate in the regular and frequent priority management of the entire portfolio of projects across the organisation, including resource supply and demand. 	
<p>Implement a Corporate PMO</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Plan for the creation of a new Corporate PMO function which will report into the AD People, Performance and Innovation. • Develop an 18 month fixed term contract to recruit a contractor to setup up the PMO, develop the associated reporting across the Council, and take on the leadership of the Performance Team. They will also recruit a full-time replacement at the end of the contract. 	<ul style="list-style-type: none"> • Recruit contractor to build and manage the Corporate PMO to include the Performance Team. • Lead a full KPI review following the completion and approval of the service plans as they are embedded in next year's budget to improve the quality of reporting across the Council. • Manage the review of projects across the Council to check for inter-dependencies, stakeholder impact and resource mapping.

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			<ul style="list-style-type: none"> • Manage the review and update mechanism for policies across the Council.
Corporate Governance Refresh	<ul style="list-style-type: none"> • Commissioned Differentis as advisory partner • Developed, promoted and published a set of Terms of Reference for the range of internal Corporate Boards • Developed and promoted the governance for Performance Reporting and Control 	<ul style="list-style-type: none"> • Assure the embedding of Board performance through a series of pilots and active application • Support Boards in their use of project and KPI performance dashboards 	