



Report To: Scrutiny and Overview Committee
Lead Officer: Executive Director, Corporate Services

4 February 2016

Business Improvement & Efficiency Programme (BIEP) – Commercialisation

Purpose

1. To provide the Scrutiny and Overview Committee with an overview of a 'Commercialisation' Programme approach to deliver co-ordinated business change initiatives around a move to a commercial approach to service delivery to generate income for the Council and identify further savings.
2. This is not a key decision but provides information for the Scrutiny and Overview Committee to confirm support for the programme.

Recommendations

3. It is recommended that that Scrutiny and Overview Committee notes the content of this report, the aim to successfully deliver the programme and the projects within it and particularly the following programme documents:
 - Vision Statement – To communicate the end goal of the programme and articulate a desired future state (**Appendix 1**).
 - Programme Mandate – Describes the context for the programme and required outcomes, linked to organisational objectives (**Appendix 2**).
 - Programme Brief – Provides an outline of benefits, assumptions and constraints, the basis for a fuller assessment of viability and deliverability at business case stage (**Appendix 3**).
 - Outline of Programme and Project Structure – Setting out individuals' roles and responsibilities (**Appendix 4**).
 - Proposed Project Dossier – Outlining how each individual Project meets the Business Benefits (**Appendix 5**).

Reasons for Recommendations

4. This approach is based on Managing Successful Programmes (MSP) principles which are recognised as best practice in coordinating a programme and delivering benefits. Successful programme management aligns the Corporate Plan, change management and the business as usual environment. It provides a structured framework in order for us to achieve our goals.

Background

5. Initially arising from the Business Improvement and Efficiency Programme (BIEP), it is a requirement to deliver a specific corporate objective through a clearer focus on entrepreneurialism and cultural change. This justifies the creation of a separate commercialisation programme in its own right.

6. We are establishing clear and effective programme governance ensuring the programme meets the needs of the organisation. A successful programme requires the effective combination of defined roles, clear responsibilities within these roles, management structures and reporting arrangements in order to deliver the programme's desired outcomes.

Considerations

7. The Sponsoring Group is our Executive Management Team (EMT). It represents the senior managers. They have overarching authority over the programme leading by example to implement the change and associated values. The Senior Responsible Owner is appointed by the Sponsoring Group and is accountable for the programme ensuring it meets its objectives and realises the expected benefits.
8. The process for programme management will be adopted for all current and future programmes

Options

9. Individual projects could continue without a programme approach but without the added value such an approach brings in terms of:
 - Identifying and managing inter-dependencies
 - Enabling economies of scale, particularly around support functions e.g. HR, Procurement
 - Preventing business benefits from being double-counted
 - Minimising operational disruption
 - Delivering a coherent capability
 - Providing a mechanism for control, reporting and clear accountability
 - Articulation of a shared Vision and common goals

Implications

Financial

10. No budget has been set aside for the programme. Any expenditure required will be identified and assessed in the Project Initiation Document (PID) and therefore be brought forward to members at that stage. The main aim, and the difference between this programme and the BIEP, is that it is concentrating on Income Generation. The programme also relates to our emerging corporate priority around becoming a more entrepreneurial Council.

Risk Management

11. A Programme Risk Register will be completed and each individual project will have its own Risk Register.

Equality and Diversity

12. The programme and each individual project will complete the Equalities Impact Assessment screening tool and a full Impact Assessment if required.

Consultation responses (including from the Youth Council)

13. None

Effect on Strategic Aims

Aim 1 - Improve efficiency and value for money within a viable financial strategy

14. Programmes and projects deliver savings and service improvements.

Aim 2 - Move to a commercial approach to service delivery

15. Commercialisation initiatives generate targeted income.

Background Papers

None

Report Author: Phil Bird – Corporate Programme Manager
Telephone: (01954) 713309