

Rising to the Challenge Programme Closure Report

Cabinet 18 April 2013

This is a summary of the closure report written following interviews with those associated with the programme.

The purpose of the Programme Closure report is to document the programme's achievements and to capture lessons learnt for future programmes.

Rising to the Challenge Programme Closure

In 2008, Herefordshire Council and NHS Herefordshire agreed to work together as one organisation, Herefordshire Public Services (HPS) to deliver the innovative joint working between health and social care. Following the creation of HPS, it was recognised that there were a number of change initiatives underway which were not being co-ordinated or not necessarily supporting the new joint strategic objectives.

It was decided, therefore, to bring together the key transformation projects and initiatives under a formal programme management structure. The Rising to the Challenge (RTTC) programme was launched in July 2010.

The programme was divided into five delivery workstreams, each led by an executive sponsor(s) from the Joint Management Team and with outcomes identified for each workstream.

The governance arrangements for the programme involved each workstream having a Board chaired by the sponsor and reporting into the overall RTTC programme board. The Corporate Transformation team provided the programme support including a dedicated overall programme manager and a project manager to support each workstream.

Once the programme had been defined, scoped and moved into delivery, support to the programme was reduced with the programme manager role being absorbed into the transformation team management with a smaller support function reporting to the RTTC programme board.

Rising to the Challenge programme



Greater integration
 Increasing efficiency and productivity
 Managing with less funding
 Better outcomes for Herefordshire residents

The timeline below identifies the major step changes undertaken in the transformation journey to date:

| Date | Change |
|----------|---|
| 2008 | Herefordshire Council and Herefordshire PCT join forces to become Herefordshire Public Service |
| Jun 2010 | Organisation Design – Phase 1 <ul style="list-style-type: none"> • Organisation Design principles established • Reduction in management layers and increased spans of control (ratio of staff: manager) |
| Jul 2010 | Launch of Rising to the Challenge programme |
| 2011 | Total asset review undertaken within Herefordshire localities |
| Mar 2011 | Locality Strategy for Herefordshire published |
| May 2011 | Organisation Design – Phase 2 <ul style="list-style-type: none"> • New operating model places existing structures within three directorates under the theme of People, Place and Infrastructure/Corporate • Senior managers appointed to new roles within the three directorates |
| Apr 2011 | New organisations established to deliver key services: <ul style="list-style-type: none"> • Herefordshire health and social care providers join forces to form Wye Valley NHS Trust – the first integrated provider of acute, community and social care in England • Shared Services Partnership Ltd (now Hoople) is established to share back office functions across Herefordshire Council, PCT and the Acute Trust • 2gether NHS Foundation provides mental health, substance misuse and learning disability services across Herefordshire |
| Nov 2011 | Organisation Design – Phase 3 <ul style="list-style-type: none"> • Organisation wide team restructures to implement the organisation design principles |
| 2012 | <ul style="list-style-type: none"> • Implementation of new Customer Relationship Management (CRM) system(Microsoft Dynamics) goes live |
| 2012 | National reforms of the NHS lead to GPs taking over from managers in the PCT as the people who buy health services for patients <ul style="list-style-type: none"> • Herefordshire Council and Herefordshire PCT undertake disestablishment process with staff moving to other organisations (e.g. Clinical Commissioning Group, Commissioning Support organisation) or leaving the organisation |
| 2012 | <ul style="list-style-type: none"> • Better Ways of Working programme rolls out across the organisation reducing the staff to desk ratio to 10:6 and improving how we work |
| May 2012 | <ul style="list-style-type: none"> • Three organisations merge to provide joined up support services to front line community and voluntary sector organisations. Herefordshire Voluntary Organisations' Support Service (HVOSS) is created |
| Jan 2013 | <ul style="list-style-type: none"> • Refurbishment of Plough Lane starts |
| 2014 | <ul style="list-style-type: none"> • Refurbishment of Plough lane completes |

Overall Assessment of Delivery

The programme ambitions were right, giving the organisation and staff a sense of pride at the innovation and forward thinking nature of the joint working initiative.

Due to the huge scale and diversity of the programme, it proved difficult to maintain the boundaries of the programme and consequently programmes such as the QIPP (Quality, Innovation, Productivity and Prevention) programme came in and out of scope many times, causing ambiguity around the “edge” in terms of what was in scope.

Without the Rising to the Challenge programme and its focus on integrating services and increasing productivity and efficiency valuable front line services would not have been protected for as long.

- The RTTC programme has delivered over £21m of savings (detail below)
- Reduced staff costs (per quarter) from £14.5m (2010) to £9.6m (2012)

The programme developed a strong brand which, at times, was felt to take precedence over the substance and quality of delivery and we struggled to get underneath the programme and get the required level of assurance around project delivery. That said, however, a key objective of the programme was to promote the service philosophy across the Partnership about the importance of Customers, Communities, Streamlining the Business, Better Services and People and Performance as part of the day job.

Many areas did deliver well and benefitted from the structured programme approach and the opportunity to work in a more integrated way, such as the Better Ways of Working programme. The RTTC programme board enabled a greater oversight of plans in other areas supporting a more organisation wide approach rather than traditional silo working.

There have also been some notable improvements in key organisational areas including:

- **IM&T (Information Management and Technology)** – improved governance of ICT projects through the IM&T Board and the alignment of the IM&T strategy with business objectives has progressed well
- **Accommodation Programme** – good progress made over the past 2 years and now integrated with other key areas such as IM&T and BWOW. Total Asset Review has allowed us to understand our physical assets better and options for the future to ensure public buildings have a strong, sustainable future whilst reducing costs to the council
- **Employee Engagement** –
 - Change Champions programme (aligned to the Programme in May 2011) has proved extremely valuable and continues to have full coverage and sponsorship across the organisation.
 - Employee Opinion - There has been an increase in the participation in the employee opinion survey since the focus on improvements and acting on outcomes
 - Communications – redesigned corporate communication briefs to enable information to be more timely, relevant and easier to read

However, once some of the projects were delivered, the new business processes and behavioural changes required didn't get the traction needed to drive service improvement. This is an area of focus for the future to ensure the business owner makes the necessary commitment to deliver the outcomes and benefits following project closure.

A total of £21.1m was taken out of the budget in 2011/12 and 2012/13. Additional savings targets were also set in both years with the aim of bringing the Adult Social Care budget into balance. In 2011/12 a target of £1.8m was set for procurement savings to be delivered by the corporate procurement team, of which £1.5m was carried forward into 2012/13.

| | 2011/12 £m | 2012/13 £m |
|---------------------------|---------------|---------------|
| Budget reductions | 10.3 | 10.8 |
| ASC recovery | 0.9 | 5.1 |
| Procurement slippage | | 1.5 |
| Total Savings Plan | 11.2 | 17.4 |

The table below analyses the programmes into themes and shows delivery against targets;

| | 2011/12 Target £m | 2011/12 Out-turn £m | 2012/13 Target £m | 2012/13 Projected £m |
|--|----------------------|---------------------------|-------------------------|----------------------------|
| Contracts and commissioning arrangements | 4.8 | 1.5 | 5.1 | 3.2 |
| Staffing and restructures | 2.6 | 2.7 | 2.0 | 1.8 |
| Business and service redesign | 1.3 | 1.0 | 3.1 | 1.2 |
| Hoople SLA | 0.5 | 0.5 | 0.4 | 0.4 |
| Increasing Income | 0.7 | 0.6 | 1.7 | 1.1 |
| Other | 1.3 | 1.8 | 5.1 | 4.5 |
| Total | 11.2 | 8.1 | 17.4 | 12.2 |

The diagram below aims to illustrate the transformation to date and how it will continue to be taken forward once the RTTC programme has closed down.

Rising to the Challenge programme

