



Programme Management Office – management of over 80 projects to deliver savings and transform services



In 2006 Peterborough City Council set itself an ambitious target of £24 million cumulative savings over five years. Already rated a 'good' authority, with a commitment

to achieving excellence and keeping council tax low, it launched a business transformation programme to drive performance improvement and cost reduction.

THE CHALLENGE

Peterborough was required to deliver a demanding change agenda that included:

- ➔ Keeping council tax increases low.
- ➔ Achieving a challenging level of cashable efficiency savings year-on-year.
- ➔ Maintaining and improving service performance and customer satisfaction.
- ➔ Delivering key targets for strategic growth in Peterborough.
- ➔ Fulfilling its commitment to sustainability/ environmental issues and Peterborough's aspiration to become the UK's environment capital.



“ Our transformation programme has delivered significant cashable and performance benefit, but it is the embedding of these improvements and savings that will enable the council to more effectively deliver its services in the coming years. ”

Gillian Beasley, Chief Executive, Peterborough City Council

Launch day of EnterprisePeterborough, a new strategic partnership managed through the Programme Management Office.





About V4 Services Limited

We have worked in partnership with over 120 UK public sector organisations including: councils, NHS, social enterprises and trading bodies providing hands-on delivery support to set up new business structures, improve the efficiency of in-house services, encourage a commercial approach and generate savings and service improvements.

THE SOLUTION

- ➔ Identifying the need for a proven track-record in local government service transformation and efficiency, Peterborough City Council appointed AMTEC Consulting plc and its consortium delivery partner, V4 Services, to create and drive a wide-ranging transformation programme.
- ➔ Key projects were managed and delivered by a combination of external and internal skills by a central business transformation team.
- ➔ The range of projects included: corporate cross-cutting enablers; efficiency and cost saving business processes; transforming the customer experience and developing a skilled and motivated workforce.
- ➔ V4 Services built a blended resource, able to grow cross-sector skills and knowledge and share success in delivery of a positive transformation programme.
- ➔ The team managed more than 80 transformation projects, and introduced rigorous performance monitoring and clear project ownership responsibilities to ensure delivery of anticipated financial benefits from new, more efficient operational practices.
- ➔ A robust process for realising benefits, minimising risk and maximising value was implemented.
- ➔ Gateway processes and appropriate governance were put in place across all change and transformation projects.
- ➔ The management of programmes and projects was supported by best practice systems with standardised templates for project mandates, business cases, change requests and monthly highlight reports.

THE BENEFITS

- ➔ Peterborough benefited from an increasing return on its investment. By establishing an 'invest to save' fund the council saved just under £5 for every pound spent and this saving is repeatable each and every year.
- ➔ The model took cost in one year and delivered savings in perpetuity. The demonstrable return on investment enabled the programme to drive real and sustainable change.
- ➔ The Programme Management Office provided one central place where project teams, stakeholders and senior management could get a clear overview of the whole business transformation programme.
- ➔ The range of projects included: internal service efficiency programmes; lean internal business processes; consolidated services; customer experience improvement and migration; commercial procurement and culture and the project management and procurement support for major strategic commissioning.
- ➔ Clear validation of business cases, the baseline position and anticipated and actual benefits.
- ➔ Understanding and ownership of project and programme milestones.
- ➔ Clear assessment of risks and dependencies across the programme.



Vivacity – a new Leisure and Culture Trust for Peterborough, a key aspect of the city council's vision.

“The benefits realisation methodology provided the high level overview required by senior management, alongside the detailed project plans and benefits data required for effective benefits realisation. It supported the delivery of significant benefits.”

Heather Darwin, Business Transformation Manager, Peterborough City Council

