

ESTABLISHING CORPORATE SERVICES: ACCOUNTABILITY AND RESOURCINGPurpose

1. To seek the Board's endorsement for revised arrangements for delivering the corporate services element of organisational change within FC England.

Background

2. With the Woodland Policy Enabling Programme (WPEP) moving from Set Up to Delivery phase, the intention had been for the organisational change within FCE to be overseen by a small Change Leadership Team (CLT) within the FCE National Office.
3. It was envisaged that the CLT, led by myself as WPEP Programme Director, would consist of:
 - Meirion Nelson - Programme Manager (PM) (PB2);
 - Programme Office Manager (POM) (PB4);
 - Administrative Support (PB6b); and,
 - Three contract Project Managers (HR, Finance & IT).
4. An alternative approach is now proposed, which offers the benefits of optimised deployment of resources together with bringing accountability for project delivery closer to the point of requirement in the business.
5. Meirion Nelson has not been able to drive this work forward as planned because of other pressures, and it is now proposed that his particular skills are best utilised in a role bringing renewed focus and management effort to the critical tax issues facing the FC. This will also enable him to play an essential transitional role in the production of the 2015/16 Annual Report & Accounts.
6. Now that the strategic outline business cases for all corporate services have been agreed, it is clear that delivering the change for FEE and for FS requires separate projects. While co-ordination between the two will remain important, each project is more likely to be delivered on time and on budget by a dedicated team managed and held to account within the business area which owns the requirement.
7. FS must now progress corporate service discussions with Defra/SSCL with a potential on-boarding date of 1 April 2017, and discussions with Unity about sourcing their future IT requirements, and have made bids for two posts (a PB3 corporate services transition PM & IT Technical Transition lead) to support the change.
8. FEE must translate their TOMs, and the SOBC's developed by Actica/Andy Goodsir, into meaningful transition plans with a move to new corporate arrangements no later than 1 April 2018.

9. It is strongly in the interests of both projects to ensure that 1/4/18 is firmly fixed as latest project completion date, enabling FCE to end our reliance on Silvan House shared services from then and simplifying negotiations about subsequent residual costs. This will be the focus of co-ordination at a programme level.

Revised Arrangements

10. In the light of the above, and following discussions with senior managers from across FCE and CS, the following new arrangements are proposed, with resourcing and ownership of project delivery residing within FEE and FS.
11. FS, with Richard Greenhous as SRO, will build proportionate temporary project management capacity within its Strategic Development Team to support the expected transition to SSCL and Unity for corporate services and wider organisational change requirements. Funding will be switched from the provisional CLT allocation for 2016-17 and 2017-18 budget to FS to facilitate this temporary additional resourcing.
12. FEE will seek to utilise its current resources (£/FTE) and build upon the capacity that it is developing under FEE+ to support its change programme and, specifically, the transition to new corporate service arrangements. Simon Hodgson will be FEE's SRO.
13. As Programme Director I will continue to have oversight of the whole FCE Corporate Services Establishment Programme, liaising closely with FS and FEE, and be the prime contact with BSG/Silvan House on change within Central Services. I will ensure that the overarching timescales and milestones are met, that dependencies are understood and managed, and will work with the CS change team, FCS and FR. The PB4 POM post will not now be filled and I will review the need for central programme support on an on-going basis.
14. Director England will be SRO for the Programme.
15. The EEB will act as the Programme Board for the FCE Corporate Services Establishment Programme, with progress reports from myself, FEE and FS as standard agenda items.
16. Progress with this programme will be reported regularly to the WPEP Board for information. WPEP will focus its efforts on co-ordinating wider organisational change to FCE in the light of ministerial decisions.
17. The requirement for communications support to the wider change programme remains under discussion.
18. Meirion Nelson will take on the lead finance role in handling our response to the HMRC tax audits for the 18-24 months, working to myself and Jean Lindsay, Director Central Services.
19. The attached organogram sets out the revised arrangements for the FCE Corporate Services Establishment Programme (Annex A).

Recommendations

20. The revised arrangements will provide robust governance and accountability, with ownership of delivery residing firmly within FEE and FS, and programme oversight provided by myself and Director England with governance through the EEB.
21. The Board are invited to discuss and approve the revised arrangements.

Steve Meeks
FCE Finance Director/WPEP Programme Director
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