

AGENDA ITEM NO. 4(B) i

Migration from Workstream to Service Directorates: Revision of programme management arrangements

1. Background

- 1.1. At its previous meeting on 5 June 2006 the JIT considered a discussion paper from the Programme Office which laid out, in broad terms, the need to plan new governance arrangements for the transition process. This is needed in or to respond to the fact that the Corporate Leadership Team for the new Council was now in place and by the end of July it was intended to have appointed most (if not all) of the Service Directors.
- 1.2. Clearly, those appointed to these posts needed to take control of the transition process within the areas for which they are to be responsible, with support, assurance and over all Programme coordination being provided by the Programme Office.
- 1.3. The JIT asked the Programme Office to develop a detailed paper that they could consider which outlined the options for the continuing project management and proposed the ground rules for the migration to the new governance arrangements.
- 1.4. Although initially developed by the programme office, these proposals have been informed by initial discussion at JIT and further discussion at a programme board level (10th and 24th June). This report endeavours to make proposals for future working that;
 - Ensures the momentum of the transition process is retained and, if possible, enhanced
 - Makes realistic proposals for the transfer of day to day responsibility for the transition from the current workstream arrangements to the responsible Corporate and Service Directors
 - Stresses the importance of communicating to all concerned the future working arrangements
- 1.5. This paper primarily deals with promoting a revised model of governance for the transition process to One Council and other major change activities across the Council, as well as providing a basis for a sustainable approach to change management post April 2009 (a supporting graphic is shown on page 5)
- 1.6. In respect of member involvement it is proposed that a further paper is brought to the next JIT on the 14th July

2. The Revised Model

- 2.1. The primary objective is to effectively migrate operational responsibility for delivering the Towards One Council transition (and subsequently transformation) objectives from Workstreams to Directorates, but to do so within a **strengthened programme governance framework**. The aims are to:

- Create a governance structure that is fit for purpose and sustainable post April 2009
- Transfer the responsibility of current workstream activity to directorates and service directorates
- Manage this work through Directorate and Cross Cutting 'change' boards
- Ensure that Corporate Directors and Service Directors have the necessary support (Programme and Project Management, HR, Finance, Benefit Realisation, ICT, Property and Comms) to deliver their respective programme's of activity (It will be vital that these activities are coordinated to ensure that, when taken as a whole, they deliver the required organisation wide transition and transformation and enable a true 'One Council' approach to be achieved)
- Ensure that the Chief Executive and members are able to receive sufficient assurance and 'line of sight' reporting from the Programme Office for them to be confident that the organisation wide programme is being managed and delivered effectively, including the identification of risks and appropriate mitigation approaches.
- Retain an appropriate level of district council representation across the governance framework
- Maintain the visibility and coherence of the programme i.e. to ensure that agreed objectives are met and benefits realised and that overall programme activity is managed and prioritised across the Council in a way that delivers maximum value for money and improved customer outcomes

3. Implications of model

3.1. Attached is a proposed '*to be*' model which illustrates the broadening area of responsibility for the JIT. The direct implications of the model are:

3.1.1. Management

- 3.1.1.1. The posts of workstream owners would be dissolved and ultimate operational accountability transferred to Directors, over a phased period of time, commencing from approval of this paper and ending on or around Sept 1st 2008. Each Director, with the support of the Programme Office, will need to establish a change Programmeme board with cross cutting representatives as necessary.
- 3.1.1.2. The role of Programme Director would be transferred to the Chief Executive, with enhanced support provided by the Programme Office
- 3.1.1.3. The current programme manager role would be maintained and would report directly to the Chief Executive in order to streamline accountability, visability and reporting.

Note: with the recent appointment of the Service Director for Policy, Research, Communications and Programme Office, discussion will need to take place regarding lines of accountability. The recommendation would be that up to April 2009 programme management responsibility would remain with the Head of ICT and Procurement

3.1.2. Re-allocation of responsibility

- 3.1.2.1. Frontline Services activity would primarily be split between the 2 new Directorates, although culture and arts would move to DCS. A structured approach to this transfer would be required to ensure that momentum is not lost
- 3.1.2.2. The Director of Community Services would take direct accountability for the delivery of the Community Leadership and Governance Workstream
- 3.1.2.3. The service redesign of Policy, Communications, and Research would move to the Chief Executive. Programme Office responsibility would move across to this probably post 1 Apr 09.

3.1.3 Joint Implementation Team

- 3.1.3.1 The revised JIT would be consist of the Chief Exec, Five Corporate Directors, representation from each of the four DC's, Monitoring Officer, S151 officer, the head of HR transition and the Towards One Council programme manager. There would no longer be the requirement to have workstream owners as members as accountability for delivery would have passed directly to CLT members

3.1.4 Programme Board

- 3.1.4.1 The membership of the programme board would be revised as follows:

Area	Officer
TOC Programme Manager	Tim Gregory
DCE ₁ - Change Programme Mgr	TBC
DCS ₂ - Change Programme Mgr	TBC
TEL & EDPH - Change Programme Mgr	Graham Wilson
Resources - Change Programme Mgr	TBC
BMP	Les Snelgrove
Customer Focus	John Rogers
Culture Change Programme	TBC
CL&G	Steve Milton/Richard Munroe
Ways of Working	TBC
HR Lead	Head of HR Transition
Finance lead	TBC
Property lead	John Shorto
Comms lead	Claire Adams

Business Transformation	Deborah Farrow
Programme Office Manager	Ian Cook
Day 1 lead	Mark Stone

1. This role currently does not exist – however DCE may wish to nominate a service director (or other to attend)

2. DCS may wish to consider the attendance of current Business Change Manager to attend

- 3.1.4.2 The purpose of the programme board would be to manage the day to day activity of the overall change programme i.e. managing the connections and dependencies, addressing resourcing implications, risk management and ensuring that a standard benefit realisation framework is in place. Policy decisions would remain the responsibility of individual change boards and JIT

3.1.5 Service Redesign Boards

- 3.1.5.1 Service redesign and specific project boards, where appropriate, would remain in place, with regular membership reviews as structures and processes become embedded. Initially, the principle change at this level would be that the newly appointed Service Directors would become the new chairs of service redesign boards
- 3.1.5.2 Each Service Director and Corporate Director throughout July and August will need to reach a clear understanding with the persons currently leading the work in individual areas about how the handover of responsibility by 1 September 2008 will be achieved. In some areas, this is already happening. This is a critical part of the migration plan. The whole momentum of the transition process depends on this aspect being properly managed by individual Directors, with strong support from the Programme Office. Detailed agreements will need to be reached to ensure that all the personnel involved appreciate their new role within the new arrangements.

3.1.6 Handover

- 3.1.6.1 To ensure that momentum and progress are not lost, especially in areas such as 'Frontline Services', a formalised hand over and 'sign off' process will need to be put in place. This will ensure that the new chairs and work stream leads are fully conversant with the required programme of work, the reporting and monitoring requirements and are aware of key milestones and the interdependencies between their areas and other work streams. This will be especially important for the 'Day One' programme and will be coordinated by the Programme Office.

4. Recommendations

- 4.1. The overarching recommendation is; that the new governance arrangements proposed within this paper are approved and are fully implemented by 1st September 2008

- 4.2. Section 3 contains a number of specific actions, the JIT are asked to consider each point and endorse or otherwise, although approval is recommended
- 4.3. To commission a further report on member engagement to be brought to the next JIT on 14th June

Authors

Ian Cook & Tim Gregory
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Possible delivery structure from Sept 09



