

Fit for the Future Governance (Proposed)

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Transformation Governance – Structure and Groups

The scale of the financial challenge we face is such that our response must be radical. To achieve the change needed to close the budget gap over the next three years and future proof our organisation, a fundamental portfolio of transformation activity is needed to reimagine what we do as a council and ensure we are 'Fit for the Future'.

Effective governance of the portfolio is key to ensuring appropriate oversight and decision making from senior officers and councillors.

The proposed governance structure is intended to ensure good governance, with decisions at the lowest level possible and with oversight from Members and Officers at the highest level. In addition to local governance, some programmes will report to other groups, e.g. North Essex Councils.

Informal Member Governance

The bodies that will support decision makers, but that have no decision-making powers of their own, include:

Leadership

The Leadership group consists of Cabinet members and the Senior Leadership Board. The role of Leadership is to hold the Transformation Portfolio Board accountable for delivery.

Oversight Group

Purpose: To build cross-party discourse, understanding and consensus on the portfolio of transformation programmes.

Members: Group Leaders, Portfolio Holder for Economy, Transformation and Performance, Portfolio Holder for Neighbourhoods and Waste, Chair of Governance & Audit Committee, Senior Leadership Board

Scrutiny Panel

Purpose: Portfolio and programme level scrutiny of decisions

Governance & Audit Committee

Purpose: High level oversight of the portfolio governance and risk issues

Informal Officer Governance

Transformation Portfolio Board

Recognising that there is change and transformation work happening across the council, the Transformation Portfolio Board will be responsible for providing central oversight of the delivery of programmes and projects within Fit for the Future against milestones and plans, managing risks and issues, and progress against key performance indicators and savings and revenue targets.

The Board gives top level officer consideration of transformation and will provide upward reporting to Members to allow active management and advice of the portfolio to take place.

1. Frequency

Monthly

2. Purpose

To review progress on the transformation portfolio at Colchester City Council, as informed and advised by Senior Responsible Officers (SROs), and to ensure that issues and risks are addressed. Group responsibilities are to:

- Hold individual projects to account, providing support and guidance to SROs as needed.
- Add or remove initiatives from the transformation portfolio over time as required, to ensure that the Council's transformation objectives are met.
- Manage the overarching resourcing, cost and risk positions of the transformation programmes within the context of the Fit for the Future portfolio
- Provide upward reporting and information to Member Committees and Groups.

3. Membership

The Transformation Portfolio Board will comprise:

- Chair: Mel Kemp-Salt, Director of ICT & Transformation
- Vice Chair: Andrew Small, Director of Finance, Jess Douglas, Head of People
- Senior Leadership Board
- Andrew Weavers, Head of Governance and Monitoring Officer
- SROs for each Programme (as required)

4. Roles and Responsibilities

- Coordinating the delivery of a blueprint for the future of the organisation
- Approving overall strategic direction of the portfolio and programmes within it
- Confirming and communicating information about the portfolio to staff, members, and stakeholder groups
- Appointing a Programme's Senior Responsible Officer
- Ensure resources are available to deliver a transformation programme
- Ensure Portfolio benefits are delivered

5. Administration

The Project Management Office (PMO) will provide agenda and papers in advance of the meeting.

Transformation Programme Groups

Programmes within the Portfolio will be led by a Senior Responsible Officer of the council who is accountable for successful delivery of transformation activity and achieving outcomes and benefits.

1. Purpose

To identify and define potential transformation projects for further consideration and development.

2. Roles and Responsibilities

- Accountability for delivery of programme outcomes and associated benefits
- Maintains alignment of the programme with the Fit for the Future portfolio
- Manages the relationship with stakeholders, ensuring ongoing support for the programme
- Owns the programme vision and provides strategic direction
- Appoints and authorises project managers to manage projects within the programme
- Reviews progress of projects within the programme and where possible resolves risks and issues

Transformation Project Groups

Programmes are comprised of project groups that are set up following the identification of transformation opportunities and are tasked with developing proposals further. To be comprised of nominated project manager and leads for the project, along with HR and Finance Business Partners and support from the Project Management Office where appropriate.

1. Purpose

To assess the viability of transformation projects with a view to establishing business cases and Project Initiation Documents for consideration by Programme Delivery Board.

2. Roles and Responsibilities

- Assist the project manager to deliver project objectives
- Carry out relevant elements of the project that they are tasked with (within their technical expertise)
- Advise the project manager of any risks that are likely to affect delivery of the project and be a part of the risk management process
- Provide information for project documentation
- Submission of project progress reports
- Produce project products as defined in project business case/Project Initiation Documents (PID)

See the Figure 1 for the structure of the proposed governance framework.

Figure 1

Item 13 Appendix D

