

**Programme Management Structure and TORs:
Recovery and Improvement Plan – Workstream 7 Delivery Options &
Transformation Programme**

Terms of Reference: Transformation and Renewal Board Governance

Background: Supporting improved outcomes and cost reductions

As stated in the Recovery Plan the Council is in the process of refreshing its Strategic Council Plan, Service Plans and Medium Term Financial Plan for 2022/23 – 2025/26 which together set out how the Council wishes to make a difference to the lives of its citizens - remaining ambitious but ensuring that spending is delivered within a sustainable financial envelope.

The existing vision for the city of Nottingham is centred on creating a city that is Safe, Clean, Ambitious and Proud.

The draft Plan states that we want Nottingham to be a city where people feel safe to live and work, that is an exciting and welcoming place to play and visit, a city that it is clean and environmentally sustainable, where we are ambitious for Nottingham in terms of attracting businesses, investment, jobs and culture, and where local people are proud of their city, their neighbourhood and their local community.

Outcomes for Nottingham continue to be shaped based on the interventions that will have the most significant impact on the long term challenges the city faces and on the things that citizens tell us matter most to local people. The council is committed to delivering eleven outcomes within the funding and resources available to us:

1. Clean and Connected Communities.
2. Keeping Nottingham Working.
3. Carbon Neutral by 2028.
4. Safer Nottingham.
5. Child-Friendly Nottingham.
6. Healthy and Inclusive.
7. Keeping Nottingham Moving.
8. Improve the City Centre.
9. Better Housing.
10. Financial Stability.
11. Serving People Well.

Assurance that the plan is deliverable and affordable will be achieved through an integrated approach to service planning and development of the Medium-Term Financial Strategy and Plan (2022/23 – 2025/26) (MTFS/P). The purpose of the MTFP is to provide the strategic financial framework and a forward looking approach to achieving long term sustainability. Central to ensuring the delivery of the Council's outcomes is that we take this longer term perspective on our performance management, budgeting and forecasting and have plans in place to close funding gaps. Transformation and renewal is central to delivering this.

Transformation and service renewal

The scale of financial challenge is such that we will need to undertake *significant* transformation and service renewal if we are to make a difference to the lives of our citizens in a manner which is sustainable and affordable. In order to deliver different outcomes, we have to do things differently.

Transformation and service renewal describes the process of changing the Council's approach to focus on the outcomes that we are seeking to achieve and undertaking the essential service redesign to achieve those outcomes in a more effective and efficient manner and at lower cost. A number of discussions are taking place across the organisation as to how we can learn from others who have successfully trodden this path.

Transformation and renewal requires pump-prime funding and the piloting and testing of new approaches before scaling up, so that the council and key stakeholders are confident of the council's ability to continue to deliver for its citizens. We are recommending the set aside of £15m for transformation and renewal activity – spending to be informed by robust business cases. Importantly the City Council has the support and oversight of the Improvement and Assurance Board as it makes progress on its Improvement and Recovery Plan.

This is the background to a programme management structure for transformation and renewal which will ensure good governance with Member and CLT oversight of the process at the highest level.

The aim of the governance and working arrangements set out below is to develop and agree a MTFS/P (2022/23 – 2025/26) for adoption by Full Council underpinned by a transformation programme. The development of the MTFP will be driven by the Strategic Council Plan in relation to the priority outcomes to be achieved and will be underpinned by a consistent and robust annual service planning process and a consistent approach to performance management across the organisation.

Transformation Governance - Structure and Groups

Transformation Executive Member Board

A Transformation Executive Member Board consisting of the Leader, the portfolio holder for Finance Cllr Sam Webster and the Transformation Leads Cllr Rebecca Langton Cllr Adele Williams who will jointly chair the member board. This board will oversee the delivery of the programme and the achievement of its objectives. Where elements of other Recovery and Improvement Programme Workstreams involve transformational activity, those activities will link into the overall Transformation Programme.

The Executive Member Board will provide oversight and assurance to the Leadership in particular Theme Lead Accountable Portfolio Holders as to the timely delivery of the Transformation and Renewal Programme.

Frequency: Monthly

Purpose

The purpose of the Executive Member Board is to:

- Oversee and review, on an ongoing basis, the Transformation and Renewal Programme and the outcomes within it.
- Provide assurance around the performance and the pace of delivery of the Transformation Programme.
- Monitor progress towards achieving programme objectives
- Approve the initial programme and any additions to it (or deletions from it). Included in this is the approval of Project Identification Documents (PIDs)
- It is ***NOT*** to manage individual projects

Roles and Responsibilities

The Transformation Executive Member Board's objectives are to:

- Ensure that the outcomes within the Transformation programme are being delivered within the agreed time, cost and quality parameters.
- Ensure that the longer term objectives within the Transformation Programme are adequately defined and relevant to any changing policy environment.

To ensure that any change to the MTFP and transformation programme happen in a controlled and transparent way, and is in line with the overall objectives of the Recovery and Improvement Plan.

The Transformation Executive Member Board is responsible for providing assurance and adequate definition of the programme's progress and delivery throughout the programme.

To fulfil these responsibilities, the Executive Member Board will require the support of the Programme Board and CLT to define, deliver and monitor transformation projects, to ensure the pace and direction of the overall programme and to support progress by timely decision making. In particular the Corporate Director for People, the Director of Strategy and Policy and the Programme Director for Transformation will take a lead role.

To ensure that any change to the MTFP and transformation programme happen in a controlled and transparent way, and is in line with the overall objectives of the Recovery and Improvement Plan

The Board will be jointly chaired by the Transformation Portfolio Holders Cllrs Langton and Williams who take ultimate responsibility to inform and consult with all Executive members.

To fulfill these responsibilities the Executive Board will require the support of the Programme Board and CLT to define and monitor transformation projects to ensure the pace and direction of the overall programme. Timely decision- making by Executive Board will be an important support to progress.

CLT

CLT will convene fortnightly to review progress on the Programme and to ensure that issues and risks are addressed. CLT will manage by exception but may wish to review individual projects of interest or concern from time to time. CLT will report to the Executive Member Board.

Frequency: Fortnightly

Purpose

To approve the transformation projects and hold the Programme Board to account for delivery

Roles and Responsibilities

- To receive and review regular progress updates from the Programme Board
- To review and agree Outline Business Case (OBC) from project groups to determine those that will proceed to producing Project Initiation Documentation (PIDs)

Programme Board

This Board will be the engine room of the Programme, holding individual projects to account, assisting in mitigations and providing support and guidance as required, Programme Board will also provide the upward reporting to CLT and Executive Member Board to allow the active management of the programme to take place

The Board will be chaired by the Director of Strategy and Performance with the Corporate Director for Finance and Resources as vice Chair. The Board will be fully supported by the Transformation Programme Director and his team who will drive the overall delivery of the Transformation Programme. The Transformation Programme Director will have a direct dotted reporting line to the Chief Executive.

Frequency: Fortnightly

Purpose

The purpose of the Programme Board for Transformation and Renewal is to:

- Establish effective and efficient processes for the implementation of the Transformation Programme including; performance management, OBCs, PIDs, governance and decision making;
- Advise and support the Executive Member Board
- Collectively hold the Theme Lead Accountable Officers to account for the delivery of their workstreams and the Programme Management Office to account for ensuring that programme controls are in place.
- Liaise with the Improvement and Assurance Board, R&IP Panel and other relevant groups on the delivery of the Recovery and Improvement Plan
- Manage the overarching resourcing, cost and risk positions of the Transformation programme within the overall Recovery and Improvement Plan
- Manage change within the Recovery and Improvement Plan and the other initiatives that fall within its remit.
- Add and remove further initiatives as required over time to ensure that the objectives of the Recovery and Improvement Plan are met

Roles and Responsibilities

- Appointing a Programme Manager and Programme Director, if these roles are combined, agreeing remit and delegated authority
- Approving programme identification and definition, signing off relevant documentation, for example programme brief or programme definition
- Agreeing all major plans
- Confirming and communicating the programme vision
- Approving the programme blueprint (how the programme vision is to be achieved) and the means of achieving it
- Authorising any major deviations from the agreed programme stage (tranche) plans
- Signing off the completion of each tranche, including the deliverables, and giving approval to start the next stage
- Communicating information about the programme or projects to organisations and stakeholder groups
- Ensuring the required resources are available
- Resolving any conflicts escalated by the programme or project teams, client, supplier or delivery agent
- Agreeing programme or project tolerances for time, quality and cost
- Providing overall strategic direction for the programme
- Risks associated with the programme including those escalated from project level
- Quality assurance for the programme and its associated projects
- Approving end-project reports including lessons learned reports
- Approving plans for post-project reviews and overseeing these reviews within the programme
- Ensuring that a post-programme review is scheduled and takes place
- Resolving deviations from plans or escalating as necessary
- Resolving conflicts between programme and project teams, end users, suppliers and delivery agents or escalating as necessary
- Progress reporting to CLT and Executive Board
- Agreeing OBCs for sign off by CLT

Director Sponsored Working Groups

Various working groups convened by Directors made up of Heads of Service (HoS) and other relevant officers within their Division and beyond (where appropriate). Directors will use their HoS structures in order to identify and define potential transformation projects for further consideration and development, working up ideas in consultation with relevant Portfolio Holders

Frequency: To be determined by Directors

Purpose

To carry out analysis on different models of service delivery based on best practice with a view to identifying potential areas of transformation. Any promising ideas will ultimately be given further consideration within individual project groups (see below).

Roles and Responsibilities

- To consider different operating models for their services taking account of best practice from elsewhere including the core cities and any other relevant comparator authorities
- To consider current delivery models in relation to cost comparators from other similar cities. This will entail knowing the comparative costs of the present service model, the cost centres involved in delivering that service, and putting forward ideas for redesign.
- Provide written assessment of best practice in relation to service delivery models compared to current delivery and highlight potential ideas for service transformation with a few to reducing operating costs whilst maintaining or improving outcomes for citizens
- Consider radical options such as stopping services and the implications or community led initiatives

Individual Project Groups

Following the identification of potential transformation ideas, project groups will be formed to develop the proposals further. These groups will comprise nominated leads for the projects along with have a HR and Finance Business partner and support from Major Programmes.

Frequency: Weekly

Purpose

To assess the viability/feasibility of potential transformation projects with a view to establishing outline businesses cases (OBC) and project initiation documentation (PIDs) for consideration by the CLT Officer Board.

Roles and Responsibilities

- Assisting the programme or project manager to deliver programme or project objectives
- Carrying out the elements (within their technical expertise) of the programme or project they are tasked with
- Providing administrative support to the programme or project manager and
- Advising the programme or project manager if any risks arise that are likely to affect delivery of programme or project objectives and to be part of the risk reduction process
- Providing information for programme or project documentation
- Producing programme or project products as planned to the required level of quality and to timescales
- Submission of progress reports to the Programme Board, CLT and Executive Board
- Consulting with the relevant portfolio holder in the development of OBCs and PIDs (where agreed)

Key Personnel

Transformation Programme Director

The programme director will manage, report and take a view of programme progress. This entails reporting to Executive Board, CLT Officer Board and IAB as required. The Programme Director will report to the Chief Executive

The programme director is responsible for:

- ensuring an appropriate programme or project management framework is in place,
- preparing the programme brief, project initiation documents or equivalent and business case among other documents
- appraising options and submitting for approval
- provide professional advice in the securing of resources and expertise from the client organisation as required.
- co-ordinating and directing end user input
- co-ordinating value management strategy
- controlling changes following approval
- determining and managing risks to the programme
- acting as a joint point of contact with Project sponsors with the project managers
- co-ordinating and fostering teamwork
- establishing formal reporting arrangements on programme or project progress
- defining criteria for control and management of the programme or project
- assisting the project managers in the resolution of problems
- receiving and reviewing detailed reports on the programme or project from the programme manager
- ensuring the programme manager receives decisions on time
- establishing, with the programme manager, a common approach to major issues that arise
- establishing a mechanism to ensure regular dialogue with contractors to promote problem solving, team working and risk sharing

See below for Figure One for Schematic Structure.

Figure 1: Transformation Governance Structure



