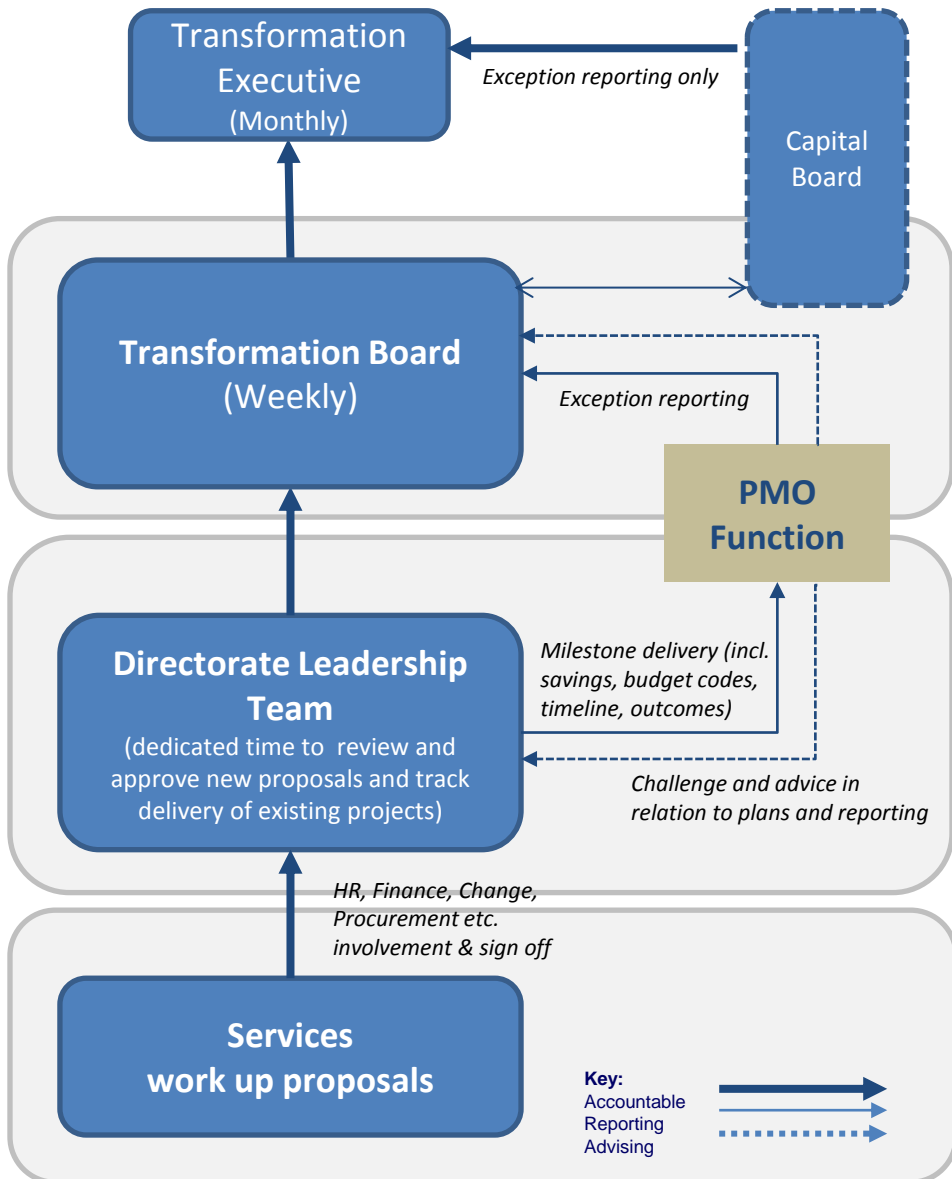


Indicative Principles for Governance and Transformation Lifecycle

- Enables fast and flexible decision making.
- Works to a single version of the truth.
- Visible & transparent to all.
- Accountability and ownership with services.
- Proportionate rigour.
- Don't reinvent the wheel.

Indicative Transformation Governance

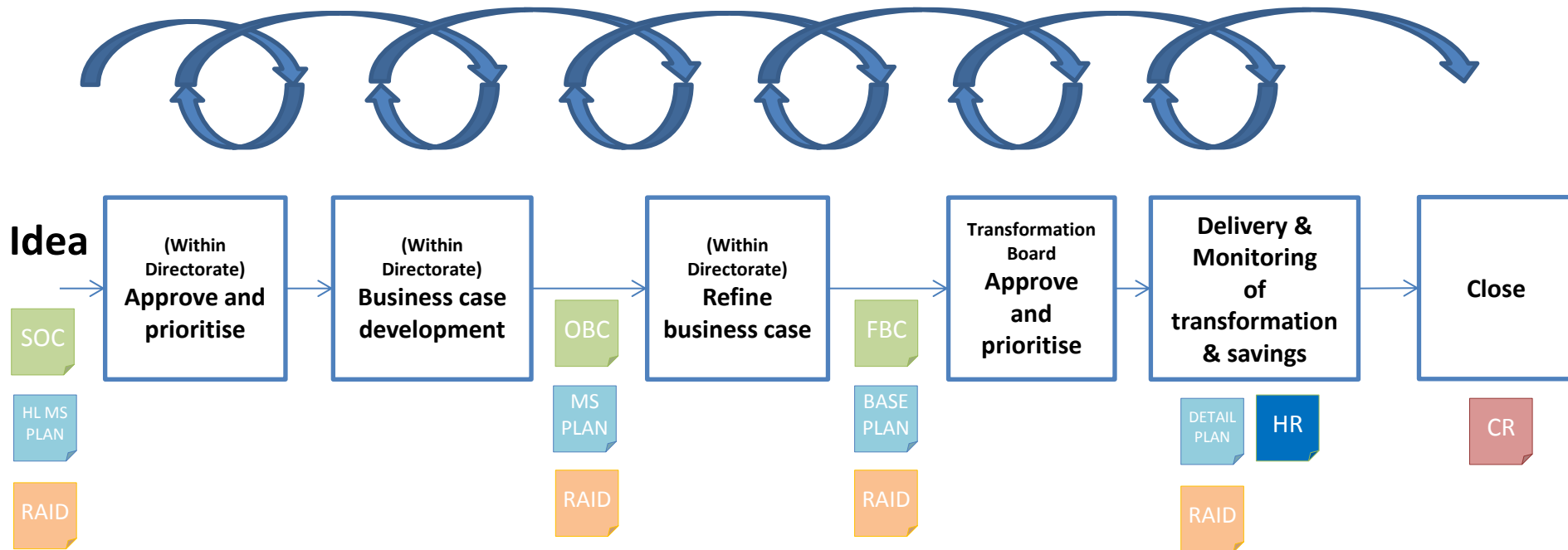


Key Features

- **Transformation Executive** (Portfolio Holder for Finance, Governance & Performance, CEX, Monitoring Officer, Director of Finance, Mayor will attend on a quarterly basis)
- **Strategic & Service Directors report into the Transformation Board and Transformation Executive as appropriate** e.g. to expedite resolution of delivery of transformation and savings that are off track.
- **Transformation Board chaired by Chief Executive and a rep from each Directorate Leadership Team (DLT)** and supported by other members to provide challenge of business cases and savings tracking (including Director of HR, Change & Communications, S151). Transformation Board would provide:
 - Approval of financial commitment
 - Tracking and ensuring accountability
 - Cross council new concepts/business case decisions
 - Resource allocation
 - Benefits realisation and tracking savings (subject to key decision requirements)
- **Project Management Office (PMO) function will support the Transformation Board** to have all appropriate information to sign off and have manageability of the programme.
- **No Project Boards – DLT's are accountable** for delivery of change and savings. DLT's will initially sign off business cases.
- All business cases for resources, funding, changes to IT/data, workforce etc. would follow this process subject to key decision criteria

Outline lifecycle for transformation proposals

Note that all steps and documentation are iterative and adhere to HMT “green book” principles



Business Case lifecycle:

- SOC – Strategic Outline Case
- OBC – Outline Business Case
- FBC - Full Business Case (includes detailed spend and benefits)

Project Plans:

- HL MS PLAN: High Level Milestone Plan
- MS PLAN: Milestone Plan
- BASE PLAN: Baseline Plan
- DETAIL PLAN: Detailed Plan(s)

Risk Management:

- RAID: Risks, Assumptions, Issues and Dependencies captured.

Regular Project Reporting:

- HR: Highlight Report (includes detailed monitoring of spend and savings)
- CR – Closure Report

The right culture to support successful change delivery

- Always striving for success and measurability
- Accepted accountability
- RED is highlighted and is a call to action to resolve (not something to be ashamed of)
- Promotes service ownership and leadership
- Recognises the unpredictable nature of transformation
- Is supportive
- Is all about driving successful delivery and sustaining transformation