

# **Change Governance & Lifecycle**

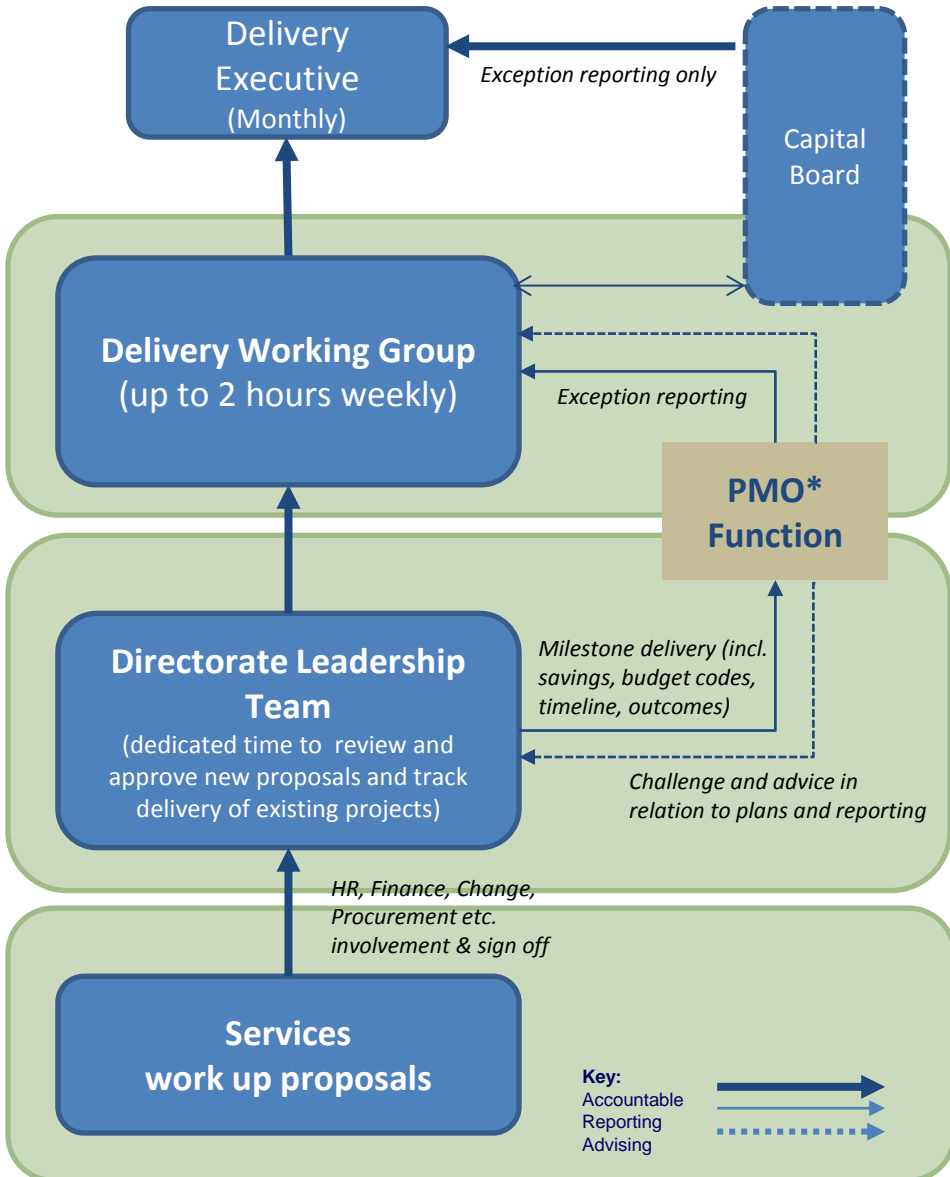
# Principles for Governance and Transformation Lifecycle

- 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.

# Governance

## Key Features

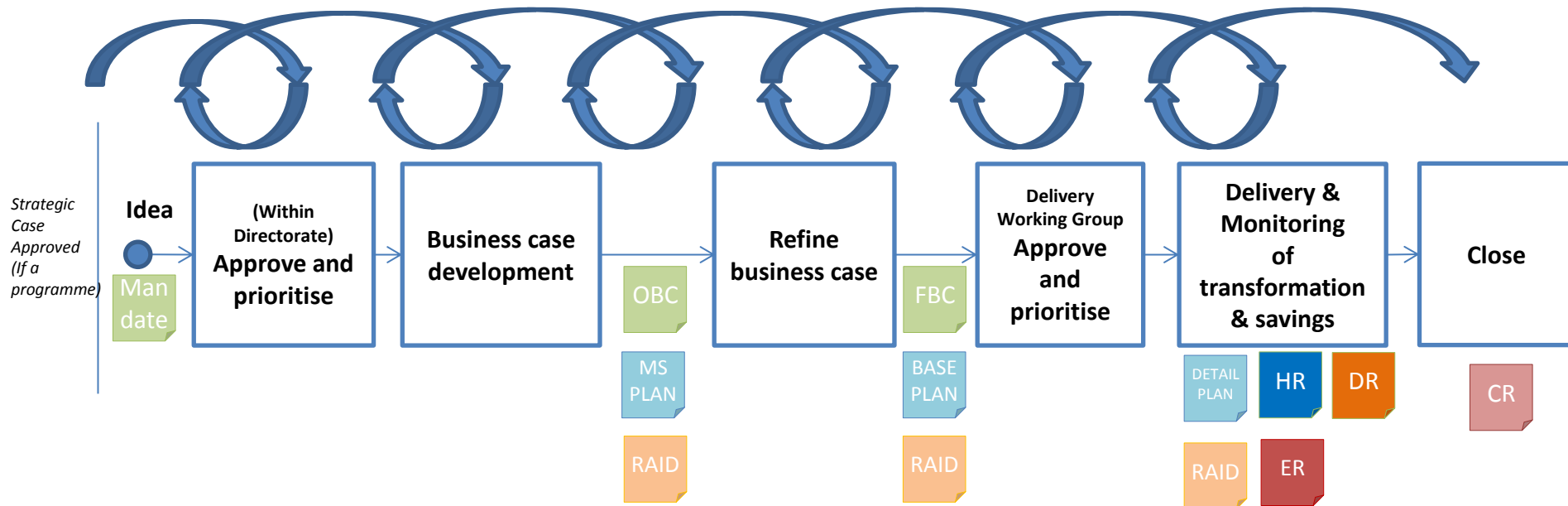
- **Delivery Executive** (Portfolio Holder for Finance, Governance & Performance, Chief Exec, Monitoring Officer, Director of Finance, Mayor will attend on a quarterly basis)
- **Strategic & Service Directors report into the Delivery Working Group and Delivery Executive as appropriate** e.g. to expedite resolution of delivery of transformation and savings that are off track.
- **Delivery Working Group 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 . This group would provide:
  - Approval of financial commitment
  - Tracking and ensuring accountability
  - Cross council new concepts/business case decisions
  - Resource allocation
  - Benefits realisation and tracking savings
- **Programme Management Office (PMO) function will support the Delivery Working Group** to have all appropriate information to sign off and have manageability of the programme.
- All business cases for resources, funding, changes to IT/data, workforce etc. would follow this process subject to key decision criteria



PMO = Programme Management Office

# Outline lifecycle for transformation proposals

Note that all steps and documentation are iterative and adhere to HMT\* "green book" principles



## Business Case lifecycle:

- Mandate
- OBC – Outline Business Case (incl. options analysis)
- 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.
- Exception Report (as required)

## Regular Project Reporting:

- HR: Highlight Report (includes detailed monitoring of project progress, spend & savings)
- DR – Director reporting
- 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