

GOVERNANCE ARRANGEMENTS BRIEFING – TRANSFORMATION PORTFOLIO

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The governance system of the council is the combination of authority, roles, routines and documentation that enable well informed decisions to be taken.

At Plymouth City Council there are overarching executive governance arrangements and three sub-systems of officer governance:

- Leadership of the operations of the council through corporate and departmental management teams.
- Leadership of infrastructure change in the city associated with large capital projects.
- Leadership of transformation across the council, enabled through the creation of a Transformation Portfolio of Programmes with their constituent projects.

Within this construct the governance arrangements for the Transformation Portfolio follow an established methodology.

Cabinet

Member oversight is by Cabinet Members and the Transformation Portfolio forms part of the portfolio of the Cabinet Member for Finance, who receives the Portfolio Highlight Report from the Transformation Portfolio Board. Cabinet take key decisions relating to the Transformation Portfolio in accordance with Constitution/Scheme of Delegation.

Cabinet Members –

- own and are accountable for the Transformation Portfolio;
- are aligned to individual programmes;
- recommend Programme Business Cases to Cabinet for approval.

Transformation Advisory Group

- Purpose: Build cross-party dialogue, understanding and consensus on Transformation
- Executive Member for Transformation (Chair), Shadow equivalent, Chair of Co-operative Scrutiny Board. Additional Labour member (flexible)
- Supported by Strategic Director for Transformation and Change
- Receive Portfolio Highlight Report
- Frequency : Monthly

Scrutiny Committees

The Co-operative Scrutiny Board provides scrutiny of the Transformation Portfolio. Individual programmes are scrutinised by themed scrutiny panels and review groups.

Transformation Portfolio Board

Officer governance of the Transformation Portfolio takes place through the Transformation Portfolio Board. The Board –

- Ensures that the Blueprint for the future of the organisation is delivered by the Portfolio of Programmes

- Make/recommend prioritisation decisions between and within Programmes, reflecting political objectives
- Ensure engagement strands (political, community/customer, staff and partners) are fully supporting and driving the Transformation Portfolio and Programmes
- Ensure (financial and human) resources are available to deliver the Portfolio
- Ensure Portfolio benefits are delivered
- Approve Programme Business Cases and Exceptions
- Provide the escalation path for Programmes
- Performance management (by exception) of Programmes
- Membership of the Transformation Portfolio Board comprises
 - Chair: Chief Executive
 - Portfolio Manager: Strategic Director, Transformation and Change
 - SROs for each Programme: Director for People, Place, Assistant Chief Executive and the Director for Public Health;
 - Three Engagement leads – Assistant Chief Executive (Political), Head of Organisation Development (Staff), Assistant Director Customer Services (Residents/Customers)
 - S151 Officer
 - Head of Business and Technical Architecture
 - Head of Portfolio Office

Senior Responsible Officer

Programmes are led by a Senior Responsible Officer of the Council who is accountable for successful delivery, achieving desired outcomes and realising expected benefits.

Their role in leading the Programme includes:

- Personal accountability for delivery of the programme outcomes and associated benefits
- Chairing the Programme Board and leading the Programme
- Ownership of the Programme Vision and strategic direction
- Relationship management with key stakeholders, ensuring strong and continued support for the programme
- Maintains alignment of the Programme to the overall Portfolio
- Secures the investment required to set up and run the programme and achieve the desired benefits
- Accountable for the running of programme governance arrangements in accordance with relevant Portfolio Office standards
- Ownership of the Programme Business Case
- Authorises the Programme Manager to carry out each stage of the Programme
- Appoints and authorises Project Executives to manage Projects within the Programme

Project Executive

Programmes comprise of projects which are tasked to deliver new capabilities required and specified in the Programme/Project Business Case by the SRO. Projects are led by Project Executives.

The Project Executive-

- Manages the relationship with key stakeholders
- Chairs the Project Board
- Owns the Project Vision and provides direction
- Is accountable to the Programme SRO for the overall success of the Project

- Authorises the Project Manager to carry out each stage of the project
- Is accountable for the project's governance arrangements in accordance with relevant standards
- Owns the project Business Case (where it is required)
- Ensures Risks and Issues are properly managed and resolved

The Portfolio Office

The Transformation Portfolio Board is supported by the Portfolio Office. The Portfolio Office is an organisational capability, delivered through a Portfolio, Programme and Project Office (P3O) construct which provides:

- Portfolio Alignment, Prioritisation and Planning
 - Blueprint aligned Portfolio of Programmes
 - Prioritisation of Programmes and Projects
 - Portfolio mapping & planning (outcomes, outputs, inputs, dependencies)
 - Portfolio financial strategy and planning
 - Portfolio resource strategy and planning
 - Portfolio level change control
 - Support for Engagement streams strategy & planning
- Governance support: through education, training, & coaching.
- Transparency: supporting high quality decision making through relevant and timely information provision and transmission.
- Leadership roles: through ensuring leaders of change are in place who understand their roles and are given training and coaching support to deliver them
- Delivery support: ensuring there is the right amount and type of specialist capability in place - including people in Programme and Project Management, Business & Technical Architecture, Business Analysis & Design, Change Management, Subject Matter Expert roles – with the right experience, knowledge, skills and behaviours.
- Assurance: through constructive and consultative support of Programme and Project teams across the Portfolio, Programme and Project lifecycle.
- Quality, Reusability and Traceability: ensuring that best practice models, products, processes, standards and tools are in place and being used consistently to maximise the chances of successful delivery.
- Risk Management
- Quality Management
- Reports for the Transformation Portfolio Board

Risk

Risks to the delivery of transformation objectives and benefits are managed using a Portfolio, Programme and Project Risk Management Methodology using OGC Management of Risk and aligned to PCC Corporate Risk Management. Risks and Issues are identified, articulated and assessed at the Project, Programme and Portfolio level against a scoring for Proximity, Likelihood and Consequence/Impact.

Risks are assessed by area such as Financial and Organisational and the mitigation for the risk is articulated with both a current RAG status and a residual RAG status assigned. Regular risk assessments are held led by the Portfolio Office to ensure that the Project, Programme and Portfolio responsible officers have identified all risks and their required actions and status, and that the identified actions to mitigate the risks are being effective. The Portfolio Office also monitors risks that need to be escalated from Project to Programme and Programme to Portfolio (as well as to the Corporate Risk Register as appropriate) are escalated and actioned.