

## Corporate Modernisation Governance Arrangements (30 Dec 2014)

Brighton & Hove City Council's Corporate Plan 2011-15 has four priorities, namely:

- § tackling inequalities;
- § creating a more sustainable city;
- § engaging people who live and work in the city; and
- § modernising the council.

This document provides an overview of the corporate governance arrangements for the modernisation priority, as agreed by the Executive Leadership Team.

It includes:

1. a diagram of the governance arrangements;
2. terms of reference for the Corporate Modernisation Delivery Board;
3. terms of reference for the Advisory & Support Group;
4. details of the current corporate and directorate programmes/projects which are part of the modernisation agenda, including key officers;
5. a lead-in timetable for the production of highlight reports;
6. the highlight report template; and
7. guidance notes for the production of highlight reports.

Please direct any queries regarding the arrangements to:

Rima Desai, Head of Performance, Improvement & Programmes  
(x1268, [rima.desai@brighton-hove.gov.uk](mailto:rima.desai@brighton-hove.gov.uk))

or

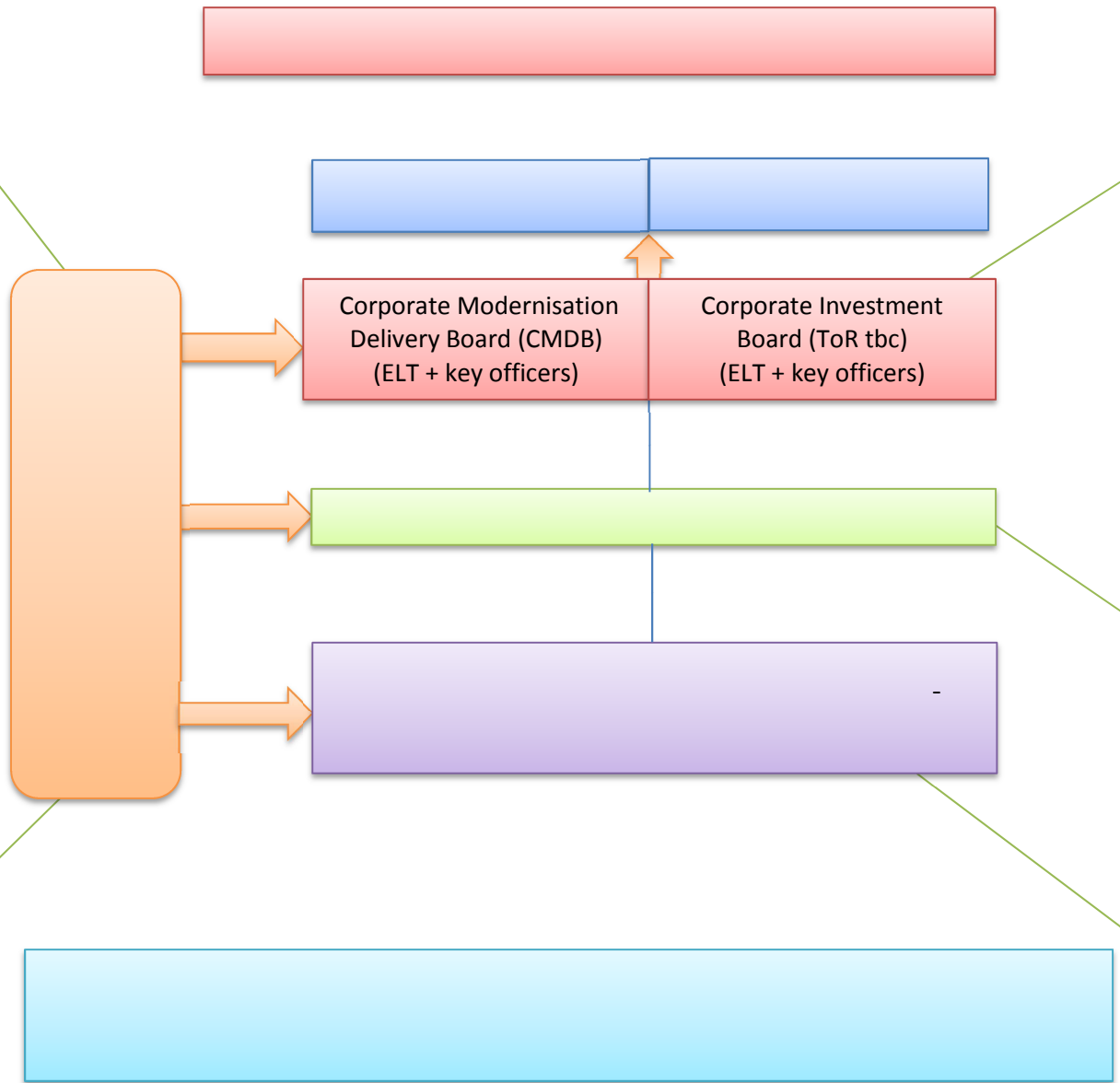
Julie Nichols, Head of the Programme Management Office  
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**Advisory & Support Group**  
 A virtual team of professionals, co-ordinated by the CPMO, providing advice to programmes and projects.  
 This includes:

- § Business Process Improvement (BPI)
- § Communications
- § Corporate Programme Management Office
- § Customer impact
- § Finance
- § Human Resources & OD
- § ICT
- § Internal Audit
- § International Team (knowledge of funding opportunities)
- § Legal
- § Performance
- § Policy, Communities & Equalities
- § Procurement
- § Property & Design
- § Risk management
- § Sustainability

**Corporate Programme Management Office (CPMO) provides:**

- § Portfolio management
- § Governance support
- § Management of dependencies
- § Oversight, support, scrutiny and challenge
- § Management of relationship with other programme/project offices



**Sponsoring Groups**  
 Provide investment decisions, define the direction of the organisation and ensure the ongoing overall alignment of the programme to the strategic direction of the organisation

**Directorate Modernisation Boards**  
 drive the modernisation programmes forward and deliver the outcomes and benefits

**Programmes and projects** are responsible for planning, set-up, management and delivery of the benefits

## **Terms of Reference**

The Executive Leadership Team (ELT) agreed to establish a single Corporate Modernisation Delivery Board to drive the big changes needed and remain focused on what is important - delivering improvement, focusing on key priorities and making the required budget savings.

### **Purpose**

ELT acting as corporate sponsors and change champions for the programme, delivering our values by demonstrating:

#### **Accountability**

- Providing oversight of the portfolio, programmes, projects and change management process
- Developing a strategic perspective

#### **Delivery**

- Driving for results by providing strategic leadership and overall direction for the modernisation programme

#### **Personal Impact**

- Communicating powerfully and prolifically
- Displaying high integrity and honesty
- Inspiring and motivating others
- Supporting people and working collaboratively

#### **Working Together**

- Solving problems and analysing issues
- Collaborating and promoting team work
- Ensuring the programme is appropriately balanced against council priorities

### **Role**

The Corporate Modernisation Delivery Board will be the strategic decision making body driving change by:

- Acting individually and collectively as a vocal and visible champion for Modernisation
- Securing spending authority and resource for the programme
- Acting as the ultimate decision maker for the programme
- Providing support for Senior Responsible Owners (SROs) and/or Programme Managers to ensure overall strategic coherence
- Will approve programme deliverables, help resolve issues and policy decisions, approve scope changes, and provide direction and guidance to the programme
- Ensure learning is shared
- Identifying and managing programme level risks
- Ensuring delivery is monitored using:
  - Key milestones
  - A clear outcomes framework
  - Budget reductions required through financial monitoring
  - Benefits capture

### **Membership**

Core members of ELT, Sue Moorman, Nigel Manvell, Corinna Allen, Rima Desai, Caroline Bottrell and Cian Cronin. SROs to be invited to attend as and when required.

### **Frequency and duration of meetings**

The Corporate Modernisation Delivery Board will meet every 4/6 weeks for ninety minutes, during the time reserved for Extended ELT.

### **Support to the Board**

The Corporate Programme Management Office (CPMO) and Advisory & Support Group, will steer the overall organisation of the programmes and change management strategy, manage risk and advise on the appropriate level of resourcing needed to deliver the workstreams.

## Terms of Reference

### Purpose and role

The Advisory & Support Group (ASG) is a network of support service representatives who advise on the following for those programmes and projects which are part of the Corporate Modernisation Portfolio:

- § business case development;
- § the availability of resources to support programmes and projects, and help in resolving resourcing conflicts; and
- § best practice, processes and templates.

This has the benefits of:

- § better business case development, which supports successful delivery of programmes and projects;
- § better/forward planning of support service resources; and
- § effective and timely resolution of issues and risks raised by programmes and projects.

### Membership

The membership of the ASG is as follows:

<b>Support service</b>	<b>Representative</b>
Business Process Improvement	Jo Holt
Communications	Corinna Allen
Corporate Programme Management Office	Julie Nichols
Customer Impact	Valerie Pearce
Finance	Nigel Manvell
Human Resources & Organisational Development	Sue Moorman/Felicity Scanlon
ICT	Dan Snowdon
Internal Audit	Mark Dallen
International Team (knowledge of funding opportunities)	Rachel Williams
Legal & Democratic Services	Elizabeth Culbert
Performance	Andy Edwards
Policy, Communities & Equalities	Richard Tuset
Procurement	Cliff Youngman
Property & Design	Angela Dymott/Andrew Batchelor
Risk Management	Jackie Algar
Sustainability	Mita Patel

### Frequency of meetings

The ASG conducts the majority of its business via email, as and when business cases for programmes and projects are developed or issues and queries arise. ASG representatives will need to commit to responding to emails as quickly as possible.

The Head of the Corporate Programme Management Office will arrange meetings including specific ASG members if/when required.

### Co-ordination of the ASG

The Head of the Corporate Programme Management Office co-ordinates the business of the ASG. All efforts will be made to be clear with Programme/Project Managers as to what support is required from the ASG to maximise efficiency.

## Corporate Modernisation Programmes and Projects

Programme/ Project	Senior Responsible Owner (SRO)		Programme/ Project Manager	Finance Lead	HR Lead
	Name	Directorate			
<b>Outcome: Value for Money (Directorate)</b>					
Adult Social Care (Care Act 2014 (inc. demand management), high cost placements, Continuing Health Care & Telecare) From April: Implementation of learning disability review	Denise D'Souza	Adult Social Care	Richard Fullagar (CPMO)	Anne Silley	Alison McManamon
Children's Services (includes Early Help, Social Work/MASH & Disability Review)	Pinaki Ghoshal	Children's Services	Carolyn Bristow/ Kim Bowler (CPMO)	David Ellis	Alison McManamon
Cultural Services (Royal Pavilion)	Paula Murray	Assistant Chief Executive	Janita Bagshawe	Anne Silley	Laura Keogh
Cultural Services (Libraries)	Paula Murray	Assistant Chief Executive	Sally McMahon	Anne Silley	Laura Keogh
<b>Outcome: Value for Money (Cross-cutting)</b>					
Income & debt management	Nigel Manvell	Finance & Resources	Lynsay Cook	Heather Bentley	Michael Harrison
Third party spend	Rachel Musson	Finance & Resources	Cliff Youngman	Jeff Coates	Katie Ogden
Client transport	Pinaki Ghoshal/ Karin Divall	Children's Services/ASC	Steve Foster (CPMO)	Mike Bentley	Melissa Francis
Workstyles	Rachel Musson/ Angela Dymott	Finance & Resources	Hale Ucar	Rob Allen	Laura Keogh
ICT infrastructure	Rachel Musson/ Mark Watson	Finance & Resources	Bob Smith-Vaughan	Rob Allen	Lisa Hepi
Business process improvement	Rima Desai	Finance & Resources	Jo Holt	Peter Francis	Katie Ogden
Central services	Rachel Musson	Finance & Resources	Tbc	Nigel Manvell	Sue Moorman
<b>Outcome: Excellent Customer Service</b>					
Customer access programme	Rachel Musson/ Valerie Pearce	Finance & Resources	John Francis	Peter Francis	Katie Ogden
Community engagement	Paula Murray	Assistant Chief Executive	Emma McDermott/ Sam Warren	Anne Silley	Laura Keogh
Customer contact centre	Tbc	Tbc	Tbc	Tbc	Tbc
Business strategy for the digital age	Penny Thompson/ Tbc	Tbc	Tbc	Tbc	Tbc
<b>Outcome: High Performing Workforce</b>					
People Plan: § Workforce planning  § Service redesign  § People & performance management § Job design & accountability § Employee relations & staff engagement	Sue Moorman	Finance & Resources	Richard Fullagar § Alison McManamon/ Mary Fursman § Alison McManamon § Glenn Jones/ Katie Ogden  § Sally-Ann Russell  § Parul Chatterjee	Peter Francis	Sue Moorman
Culture change	Penny Thompson/ Sue Moorman	Finance & Resources	Caroline Bottrell (Project Lead)	Peter Francis	Sue Moorman
<b>Outcome: Good Governance &amp; Leadership</b>					
Good governance & leadership	Abraham Ghebre-Ghiorghis	Legal & Democratic Services	Kim Bowler (CPMO)	Nigel Manvell	Parul Chatterjee
Information management	Rachel Musson/ Mark Watson	Finance & Resources	Caroline Butler	Rob Allen	Lisa Hepi

## Other significant projects/programmes

Modernisation Priority*	Programme/Project Name	Senior Responsible Owner	Programme/Project Manager	Finance Lead	HR Lead	#
2	Implementation of Talentlink	Katie Ogden	Annette Miles	n/a	Annette Miles	1
1	New Corporate Banking Contract	Nigel Manvell	Debbie Sargent	Debbie Sargent	n/a	2
4	Establishment Control	Nigel Manvell/ Sue Moorman	James Hengeveld	Derek Mansfield	Dan Lelliott	3
1	Redesign City Clean services	Richard Bradley	Richard Bradley	Steven Bedford	Melissa Francis	4
2	Redesign Planning & BC services	Martin Randall	Jane Goodall	Steven Bedford	Melissa Francis	5
1	Shared services across Greater Brighton region	Martin Randall	Rob Fraser	Steven Bedford	Melissa Francis	6
1	New Greater Brighton service delivery model	Nick Hibberd	Thalia Liebig (from 15/1/15)	Mark Ireland	Melissa Francis	7
1	Redesign Housing services	Geoff Raw/Tbc	Tbc	Sue Chapman	Laura Keogh	8
2	Redesign Housing Register	Geoff Raw/Tbc	Tbc	Sue Chapman	Laura Keogh	9
1	Transport (4 key projects)	Mark Prior	various	Steven Bedford	Melissa Francis	10

- \* 1. Value for money
- \* 2. Excellent customer service
- \* 3. High performing workforce
- \* 4. Good governance and leadership

## Corporate Modernisation Highlight Report Writing Timetable

Highlight report writing drop in session (CPMO available to assist) – please bring first draft of highlight report (10-11am)	Deadline for SROs to sign off their draft highlight reports and for programme/ project managers to upload the reports to SharePoint (10am)	Head of CPMO to email F&R highlight reports and other papers to the F&R Modernisation Board (12pm)	F&R Modernisation Board meeting	Feedback from F&R Modernisation Board emailed to programme/ project managers	Deadline for SROs to sign off their final highlight reports and for programme/ project managers to upload the reports to SharePoint (10am)	Head of CPMO to email papers to the Corporate Modernisation Delivery Board (12pm)	Corporate Modernisation Delivery Board meeting
13 October	14 October	N/a	N/a	N/a	20 October	20 October	22 October
10 November	11 November	11 November	13 November	13 November	17 November	17 November	19 November
8 December	9 December	9 December	11 December	11 December	15 December	15 December	17 December
12 January	13 January	13 January	15 January	15 January	19 January	19 January	21 January
16 February	17 February	17 February	19 February	19 February	23 February	23 February	25 February
16 March	17 March	17 March	19 March	19 March	23 March	23 March	25 March

Please put these dates and reminders in your diaries. If you will be absent for any of the activities, please arrange for someone else to do the activities for you.

**Corporate Modernisation Delivery Board Highlight Report**  
*(Please refer to guidance document)*

1. Modernisation outcome			
2. Programme/project name and description			
3. Programme/project budget, including high level breakdown			
4. Cashable benefits			
5. Non-cashable benefits			
6. Senior Responsible Owner (SRO)			
7. Programme/Project Manager			
8. Start date		9. End date	
10. Is there a business case that has been signed off? Who signed it off?		Has the business case been uploaded to SharePoint?	
11. Project stage ("Initiation", "Planning", "Execution" or "Closure")			
12. Does the programme/project have a programme/project plan?		Has the programme/project plan been uploaded to SharePoint?	
13. Achievements and key actions undertaken within the last month			
14. Key actions planned for the coming month			
15. Action required by the Corporate Modernisation Delivery Board			
16. What support is required from the Advisory & Support Group, if any?			
Status	RAG	Please state reasons if amber or red	Please state mitigating actions if amber or red, who will do them and by when
17. Scope			
18. Time			
19. Cost			
20. Cashable benefits			
21. Non-cashable benefits			
22. Risk			
23. Overall RAG rating		Please state rationale for overall RAG rating	
Completed by		Date	
Approved by (SRO)		Date	



## Corporate Modernisation Delivery Board Highlight Report

1. Modernisation outcome	VfM – Cross-cutting <i>(See Page 4 for all outcomes)</i>		
2. Programme/project name and description	<b>Any Change Programme</b> - The programme is about changing the way we deliver our 'Any Change' service across the authority. It supports the Modernisation priority and will result in improved customer service and significant VfM savings. <i>(Note: Delete "Project" or "Programme" as applicable. Keep description brief)</i>		
3. Programme/project budget, including high level breakdown	£168K Staffing, £150K software, £10K revenue. <i>(Note: Delete "Project" or "Programme" as applicable. Include precise figures in £s and the financial years to which they relate).</i>		
4. Cashable benefits	£500K pa cashable savings from 2016 <i>(Note: Cashable benefits are those which can be extracted from a specific budget in a specified financial year. Include precise figures in £s and details of the cost centres from which the savings will be realised).</i>		
5. Non-cashable benefits	30% increase in customer satisfaction as measured by customer survey (results available by 31 October 2014). 75% of all customer queries dealt with a first point of contact as measured by customer survey and call logs (results available by 31 October 2014). <i>(Note: Benefits/improvements must be measurable and comparable with a baseline figure. Detail how and when these will be measured).</i>		
6. Senior Responsible Owner (SRO)	Jane Doe (Directorate X) <i>(Note: Include SROs service/directorate).</i>		
7. Programme/Project Manager	Fred Bloggs (Service X) <i>(Note: Delete "Project" or "Programme" as applicable. Include Project/Programme Manager's service/directorate).</i>		
8. Start date	1 April 2013	9. End date	31 March 2016
10. Is there a business case that has been signed off? Who signed it off?	Yes, by Corporate Modernisation Delivery Board. Uploaded onto SharePoint. <i>(Note: Delete "Project" or "Programme" as applicable. Remember to include the name of the person who signed it off).</i>	Has the business case been uploaded to SharePoint?	Yes.
11. Project stage ("Initiation", "Planning", "Execution" or "Closure")	In progress.		
12. Does the programme/project have a programme/project plan?	Yes. <i>(Note: Delete "Project" or "Programme" as applicable).</i>	Has the programme/project plan been uploaded to SharePoint?	Yes.
13. Achievements and key actions undertaken within the last month	Pilot has gone 'live' in Service X. Twenty members of staff have received customer service training. <i>(Note: Be brief but include key details (evidenced by numbers where possible) on what has been delivered).</i>		
14. Key actions planned for the coming month			
15. Action required by the Corporate Modernisation Delivery Board	Communicate the need for staff to support the programme to encourage engagement through ELT briefing. <i>(Note: Do not put "To note progress". This is an opportunity to get a steer from the CMDB and for them to help resolve an issue).</i>		

16. What support is required from the Advisory & Support Group, if any?	Yes, HR implications for staff roles and potential additional training requirements. <i>(Note: Delete “Project” or “Programme” as applicable).</i>
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Status	RAG*	Please state reasons if amber or red	Please state mitigating actions if amber or red, who will do them and by when
17. Scope	Green	Scope is under control	N/a
18. Time	Green	Good – on target to deliver on time	N/a
19. Cost	Amber	Unplanned additional spend resulted in a 5% overspend this period.	Confident this spend can be recouped over next two reporting periods. Risk will be escalated if this proves not to be the case. <i>(Note: For all status RAGs, always include mitigating actions, who will undertake them and by when, and if they are working).</i>
20. Cashable benefits	Green	On track to deliver projected benefits	N/a
21. Non-cashable benefits	Green	On track to deliver projected benefits	N/a
22. Risk	Green	Risk register updated regularly, risks are understood, planned for and have owners. All are currently under control. <i>(Note: Just undertaking a risk assessment does not make the risk status ‘green’. See corporate <u>risk matrix</u> and <u>risk management process (element 2)</u> - identify, score/prioritise and maintain a risk register to manage risks).</i>	See risk register for detail [link]
23. Overall RAG rating	Green	Please state rationale for overall RAG rating	Programme mainly green with high confidence over single amber rating
Completed by	Fred Bloggs		Date 10 October 2014
Approved by (SRO)	Jane Doe		Date 13 October 2014

*RAG Key	Green	Amber	Red
17. Scope	Scope is understood & under control	Scope may be changing	Scope is unclear
18. Time	Programme/project projected to complete on or before target completion date	Programme/project may not complete prior to completion date	Programme/project is forecast to complete after target completion date
19. Cost	Programme/project is forecast to meet cost requirements	Programme/project may not meet cost requirements	Programme/project is not expected to meet cost requirements
20 & 21. Benefits	Programme/project is forecast to deliver the expected benefits	There is likely to be a reduction in planned benefits of up to 10%	It is highly likely that there will be more than a 10% reduction in planned benefits
22. Risk	Risks are understood and planned for using the corporate risk management process	Risks exist that could present a significant challenge and/or a risk analysis using the corporate risk management process has not been completed	Programme/project is being significantly impacted by a negative risk event