

**PERTH AND KINROSS COUNCIL****Strategic Policy and Resources Committee – 15 June 2016****Scrutiny Committee – 15 June 2016****GOVERNANCE AND SUPPORT OF THE COUNCIL'S TRANSFORMATION PROGRAMME****Report by Depute Chief Executive, Environment  
(Sustainability, Strategic and Entrepreneurial Development)**

This report proposes a new governance arrangement to meet the evolving requirements of the Council's Transformation Programme (2015-2020).

This model will deliver oversight of the Programme, ensuring that the Programme and individual projects are managed in a consistent, transparent and robust manner resulting in optimal outcomes and benefits.

**1. BACKGROUND/MAIN ISSUES**Introduction

- 1.1 The Council's "Building Ambition" Transformation 2015-2020 Strategy highlights the need for good governance to be at the heart of our transformation programme. It states that good governance needs to allow our people the freedom and confidence to be innovative and creative in the pursuit of successful transformation. We also need to ensure that our governance arrangements are sufficiently robust to give assurance to senior management and Elected Members that progress is being made with the Transformation Programme, and that issues are raised and resolved as early as possible, at the appropriate level.
- 1.2 The Transformation 2015-2020 Programme is underway with an evolving series of reviews:
- Phase 1 reviews (those initiated in 2015/16) have moved through from initial approval of outline business case (OBC), to scoping and full business case (BC) preparation.
  - Phase 2 reviews (those initiating in 2016/17) were considered by the Strategic Policy and Resources Committee on 10th February, with 9 reviews being approved to proceed.
  - Phase 3 submissions will be considered in early 2017.
  - There is emerging activity with collaborative transformation projects, in partnership with Angus and Dundee City Councils, and this was reported to the Strategic Policy and Resources Committee on 20 April 2016 (report number: [16/187](#)).

- 1.3 With the substantial resource investment in Transformation, the evolving Transformation Programme, the review of Corporate Governance currently underway, and the recommendations from the Audit Commission regarding the need for strong governance during this period of reform, the current governance arrangements for Transformation have been reviewed.
- 1.4 There is an opportunity for the Transformation Programme to learn from the success of the work which has gone before in terms of the implementation of sound project management governance across the organisation. In particular, Capital Programming uses a tailored project management approach to maximise the potential for success through standardisation of methodologies, particularly in areas of project and programme documentation; authorising and reporting lines; exception reporting; risk management; issue logging; and financial scrutiny. The approach taken in this report has incorporated lessons learned from development of the Council's Capital Programme activity.

#### Current Arrangements

- 1.5 The Transformation Programme is currently managed using well-established arrangements with senior management teams sitting as Programme Transformation Boards for the projects within their respective Service remits. The Executive Officer Team (EOT) acts as the Corporate Transformation Programme Board to promote cultural change and direct, support, challenge and scrutinise Senior Management Team (SMT) Transformation Boards. The EOT ensures reviews and projects achieve their objectives and the Council achieves its outcomes, with update reports from project boards and related groups being considered on an eight-weekly basis.
- 1.6 Progress updates are provided to the Modernising Governance Member Officer Working Group (MOWG) at each of its meetings. The MOWG provides challenge and scrutiny for the Transformation programme and makes recommendations accordingly. Reports are submitted to the Strategic Policy & Resources (SP&R) Committee where there are requests for funding, and to provide progress updates on spend and savings targets. A report is submitted to full Council on an annual basis.
- 1.7 The progress updates are provided largely by way of a report taken from the Verto project management system, (see Appendix 1 for an extract from the system). Ongoing management of the Transformation Programme has been led through a cross service Transformation Team. The team was set up as a transformation 'start up' group chaired by the Head of Strategic Commissioning and Organisational Development and consisting of senior manager participants from Finance, Organisational Development, Human Resources, Communications, Legal & Governance and ICT.

## **2. PROPOSALS**

### **2.1 Proposed Structure**

#### **(a) Programme Governance Model**

2.1.1 The Programme governance model is based on the widely used Prince2 structured model and methodology of programme and project management, reporting and escalation. The proposed governance model is represented in chart form within Appendix 2a of this report. The key features are:

- SMTs as Boards for Service based projects (continuing as per current arrangements)
- The continuation of an ICT Board as a corporate Board for technological Transformation projects; the creation of the Board was agreed by EOT in November 2015
- The current Transformation Team will become the Board for corporate projects unattached to other Boards, (e.g. Reviews of Support Services, Finance, Performance Management, Sponsorship of Council Assets) – see section 2.3 for more details
- The Corporate Board will also act as a Board for Cluster reviews on a rota basis; this is detailed further in section 2.3
- With the establishment of the Integration Joint Board for Health and Social Care (IJB) acting as a strategic partner with the Council, its Chief Officers Group will act as a Transformation Board for joint Health and Social Care Transformation projects and reviews that come under the IJB's remit
- Formal reporting arrangements to Elected Members remain unchanged with updates and reports being provided, as identified in 1.6 above.

#### **(b) Project Level Governance Model**

2.1.2 Similarly to the Programme governance, the Project governance is based on a structured model of project management, reporting and escalation, and is laid out in chart form within Appendix 2b of this report. This consists of a Project Board incorporating the Executive Sponsor and Senior Responsible Owner (SRO) for the project. This reflects the arrangements articulated in the Outline Business Cases and Scoping reports for Transformation Reviews.

2.1.3 The responsibilities for all concerned are described in detail within Appendix 3 of this report. The key issues are:

- At the most senior level there is an Executive Sponsor, who takes corporate responsibility for the project and would normally be a Depute Chief Executive, or the Director of the Service in which the project sits.
- Each project has a Senior Responsible Owner (SRO) and a Project Manager.

- The Project Support team has responsibility for providing specialist advice for subject matters such as finance and other technical aspects. The depth of detailed involvement from support functions such as finance will depend on the level of complexity and risk with the project.
- The extended project team members are responsible for work activities appropriate to their role and area of expertise, under the direct leadership of the Project Manager. The project team may extend beyond the confines of the service in which the project sits, including other parts of the Council, and may also extend outwith the Council to Community partners for example.

2.1.4 It is essential that each project employs and adheres to a consistent model of governance to ensure constancy in working practice, and fulfilment of respective responsibilities and tasks, in order to achieve the objectives of the projects.

2.1.5 In addition to the formal governance process, there are a range of groups and individuals that serve as enablers for the promotion of the transformation agenda and achievement of transformational outcomes. These are detailed in section 2.5 and Appendix 4.

## **2.2 Roles and Responsibilities**

2.2.1 At all levels there should be clarity, agreement, ownership and transparency of the roles and responsibilities required to implement the Transformation Programme, across the full scope and all levels of the governance framework and the project management structure. The full range of roles and responsibilities of all parties directly involved in delivery of the Transformation Programme is set out in Appendix 3 to this report.

## **2.3 Corporate Project Board**

2.3.1 The roles and responsibilities of the original Transformation team have been adapted to fit with the proposed governance model. It is proposed that this group now takes on the role of a Corporate Project Board, sitting within the governance structure alongside Service SMT Project Boards and reporting to the EOT. The proposed responsibilities of this Board are:

- (i) It will sit as the Corporate Project Board, with responsibility to oversee the Transformation projects that do not have a natural fit in terms of oversight at specific Service SMT Project Board level
- (ii) Many transformation projects have the potential to cross cut each other, creating mutual dependencies and a risk of conflict in actions and/or outcomes. It is proposed that projects are grouped into clusters (as set out in Appendix 5) so that they can be considered together in broad themes by the Corporate Project Board. It is proposed therefore that on a rota basis this Board considers projects in clusters of grouped themes.

- (iii) The Corporate Project Board will also fulfil a corporate enabling approach across transformation projects in overseeing the organisational elements of transformation, for activities such as Organisational Development, Communications, Finance, Legal, Strategic Planning & Improvement, and Human Resources, in order to ensure full support is provided across all projects.

## **2.4 Governance Reporting Themes**

- 2.4.1 It is proposed that Transformation Governance arrangements are standardised at programme and project level to ensure that the following key themes are closely scrutinised:

### Financial stewardship

- Transformation funding approvals
- Spend to date on transformation funding
- Savings targets
- Projected and actual realisation of savings

- 2.4.2 Financial monitoring will be part of each project on a routine basis, to provide appropriate support and scrutiny at Project Board level, similar to that given to business-as-usual financial performance monitoring within services. Monthly financial performance monitoring across the Transformation Programme is taking place, which will help inform EOT and Elected Members on financial progress across the Programme.

### Milestones and progress to date

- 2.4.3 This is already a feature of Transformation performance monitoring, reported to senior managers and Elected Members, through the Verto system, and will be continued, with progress tracked through a Red, Amber, Green (RAG) Status report.
- 2.4.4 The Verto system has the technical capacity to detail and support the management of project risks which is not currently included in the management reports on transformation.
- 2.4.5 Embedding risk management at the core of transformation governance will help to promote a risk positive ethos and reinforce the need for risk management to be treated as a “business as usual topic” within services.

## **2.5 Enabling and Supporting Transformation**

- 2.5.1 It is recognised that one of the major causes of projects and programmes to not fully realise their projected outcomes is a lack of buy-in and engagement from staff, from any level within the organisation. It is proposed therefore that a joined up approach to programme support in its widest context is approved, in order to help enhance staff engagement and identify and remove any blockages.

2.5.2 Support for projects is multi-faceted but can be split into two main areas:

- Support for the changing organisation: this is to ensure the cultural readiness of the organisation, addressing the enabling elements necessary for success and the capability of staff to adopt new ways of working. It is recognised that when systems, processes, procedures, protocols and services change, the largest single element to secure success is in enabling the workforce to deliver the 'new way of doing things'. This is being addressed through the Councils' 'Learn Innovate Grow' philosophy.
- Support for project and programme delivery including: the technical support to solve issues; financial support covering budget, spend to date and savings realisation; human resources support in terms of the personnel needed to deliver the projects and programme; organisational development support in terms of ensuring the skills are in place that are necessary to deliver the project and programme.

2.5.3 There are a range of Programme and project support roles, and these are identified in Appendix 4. Oversight of enabling and support activities will be undertaken by the Corporate Project Board/Transformation Team, as detailed in section 2.3 of the report.

2.5.4 Two further support features have been included in the arrangements:

- (a) The Depute Chief Executive (Sustainability, Strategic and Entrepreneurial Development) is meeting monthly with each Service Director and the Head of Strategic Commissioning and Organisational Development, to discuss progress, issues and challenges with Service reviews.
- (b) The recently appointed Transformation Manager has programmed to attend each SMT Transformation Board, and also meet with Project Managers as part of the reporting and monitoring cycle. These meetings should provide a forum to raise issues and identify the need for further support.

### **3. CONCLUSIONS AND RECOMMENDATIONS**

3.1 The Transformation Programme is well underway and is making good progress.

3.2 It is recognised that with such a large and complex programme, sound governance is key. Governance is achieved by providing a fit for purpose, enabling structure which results in decisions being taken that secure the best chance of success and maximise benefits.

- 3.3. The programme requires a robust but flexible approach to governance, with a common understanding, and appropriate decisions being made by the right people at the right level within the organisation, at the right time, to ensure success.
- 3.4 The Strategic Policy and Resources Committee and Scrutiny Committee are asked to:
- (a) Note the governance proposals for the Transformation Programme and supporting roles and responsibilities as detailed in this report.
  - (b) Agree to a review of these governance arrangements after 6 months, to assess their fitness for purpose.

#### Author(s)

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#### Approved

Name	Designation	Date
Jim Valentine	Depute Chief Executive, Environment (Sustainability, Strategic & Entrepreneurial Development)	2 June 2016

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	<b>Yes</b>
Corporate Plan	<b>Yes</b>
<b>Resource Implications</b>	
Financial	<b>Yes</b>
Workforce	<b>None</b>
Asset Management (land, property, IST)	<b>None</b>
<b>Assessments</b>	
Equality Impact Assessment	<b>None</b>
Strategic Environmental Assessment	<b>No</b>
Sustainability (community, economic, environmental)	<b>No</b>
Legal and Governance	<b>Yes</b>
Risk	<b>Yes</b>
<b>Consultation</b>	
Internal	<b>Yes</b>
External	<b>None</b>
<b>Communication</b>	
Communications Plan	<b>None</b>

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

- 1.1 The award of contracts to facilitate approved expenditure contributes to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (iv) Supporting people to lead independent, healthy and active lives
- (v) Creating a safe and sustainable place for future generations

#### Corporate Plan

- 1.2 The awarding of contracts to facilitate approved expenditure contributes to the achievement of the Council's Corporate Plan Priorities:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.



## **2. Resource Implications**

### Financial

- 2.1 There are no financial implications arising from this report.

## **3. Assessments**

### Equality Impact Assessment

- 3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.
- 3.2 The information contained within this report has been considered under the Corporate Equalities Impact Assessment process (EqIA) and has been assessed as **not relevant** for the purposes of EqIA.

### Strategic Environmental Assessment

- 3.3 The Environmental Assessment (Scotland) Act 2005 places a duty on the Council to identify and assess the environmental consequences of its proposals.
- 3.4 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

### Sustainability

- 3.5 Under the provisions of the Local Government in Scotland Act 2003 the Council has to discharge its duties in a way which contributes to the achievement of sustainable development. In terms of the Climate Change Act, the Council has a general duty to demonstrate its commitment to sustainability and the community, environmental and economic impacts of its actions.
- 3.6 The information contained within this report has been considered under the Act. However, no action is required as the Act does not apply to the matters presented in this report.

## **4. Consultation**

### Internal

- 4.1 The following officers were consulted in the preparation of this report – Head of Finance, Chief Accountant, Finance and Resource Manager (TES), Head of Legal and Governance, Corporate Human Resources Manager, Enterprise and Engagement Manager, Head of Finance and Support Services (HCC), Capital Programme Manager, Corporate Communications Manager and Employee Innovation and Engagement Manager. The governance model was also subject to consultation at the Corporate Management Group, and approved by the Executive Officer Team.
- 4.2 The Chief Finance Officer for the Integration Joint Board was also consulted in the preparation of this report.

## **5. Communication**

- 5.1 The paper has been discussed and tabled at Service Transformation Boards, on an informal basis.

## **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to a material extent in preparing the above report.

## **3. APPENDICES**

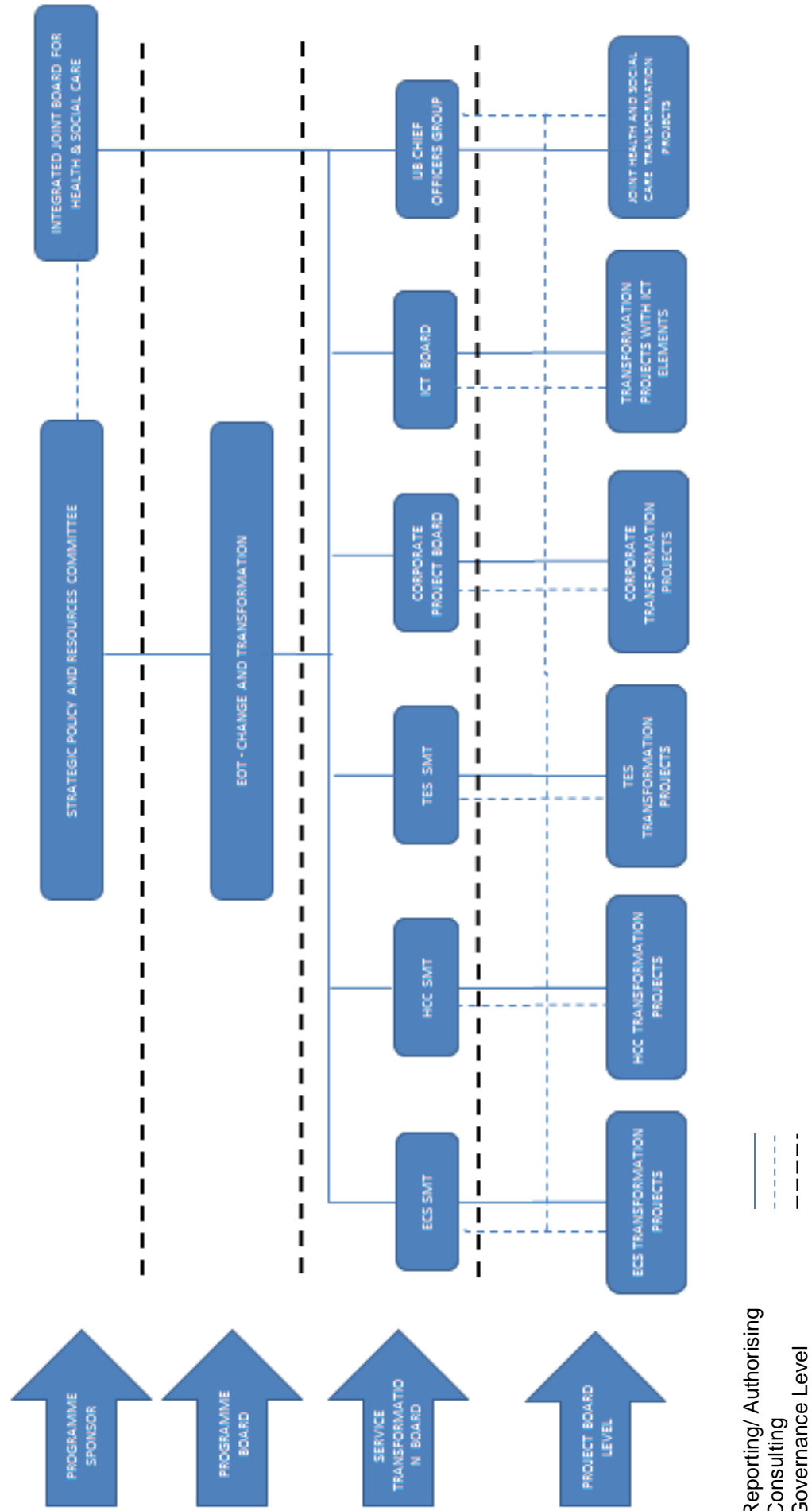
- Appendix 1 – Extract from Verto
- Appendix 2a – Transformation Governance Structure
- Appendix 2b – Project Level Governance Structure
- Appendix 3 – Transformation Programme Roles
- Appendix 4 – Additional Support for Transformation
- Appendix 5 – Transformation Projects by Cluster

Transformation 2015/20 Projects by Service

Project Code	Project Title	Project Manager	Start Date	End Date	Project Status	Projected Saving 2015/16 (£000s)	Projected Saving 2016/17 (£000s)	Projected Saving 2017/18 (£000s)	Projected Saving 2018/19 (£000s)	Projected Saving 2019/20 (£000s)	Projected Saving Total (£000s)
Corporate Projects											
Business Transformation Programme											
BT000377	Corporate- Modernising Performance Reporting Review	Chris Jolly	01/11/15	30/06/17	On Target	0	34	0	0	0	34
Brief Description :						Using technology better to transform the presentation of performance management information, allowing more efficient, effective and instant access to Council performance data, for all users of the information.					
Key Milestones :						Progress to Date :					
	● Completion of baseline assessment					31/01/16	15/03/16				
	● Consultation with stakeholders					29/02/16	Stakeholder engagement exercise has been largely complete. A questionnaire has been circulated and completed by a broad range of stakeholders. Analysis of the results is ongoing. Additional stakeholder engagement (focus group format) is scheduled to take place in April.				
	● Consultation with performance management software companies					29/02/16					
	● Re-draft project plan to better serve the desired outcomes of the review					31/03/16					
	● Complete options appraisal					31/05/16	An advert has gone out to attract software providers to attend market research events to help inform the project team as to the benefits and features of prospective software solutions. Due to the overwhelming response to the advert we are assigning time throughout March to complete this exercise, making best use of available resources. As such the deadline for this exercise has slipped.				
	● End of review, start of project implementation stage					30/06/16	Best practice visits to other local authorities have taken place.				
						All of the above research will be used to inform the specification of any system which may be procured as an outcome of the review.					
						Guiding principles, used to drive the changes in performance management submitted to EOT for approval on 15 March.					

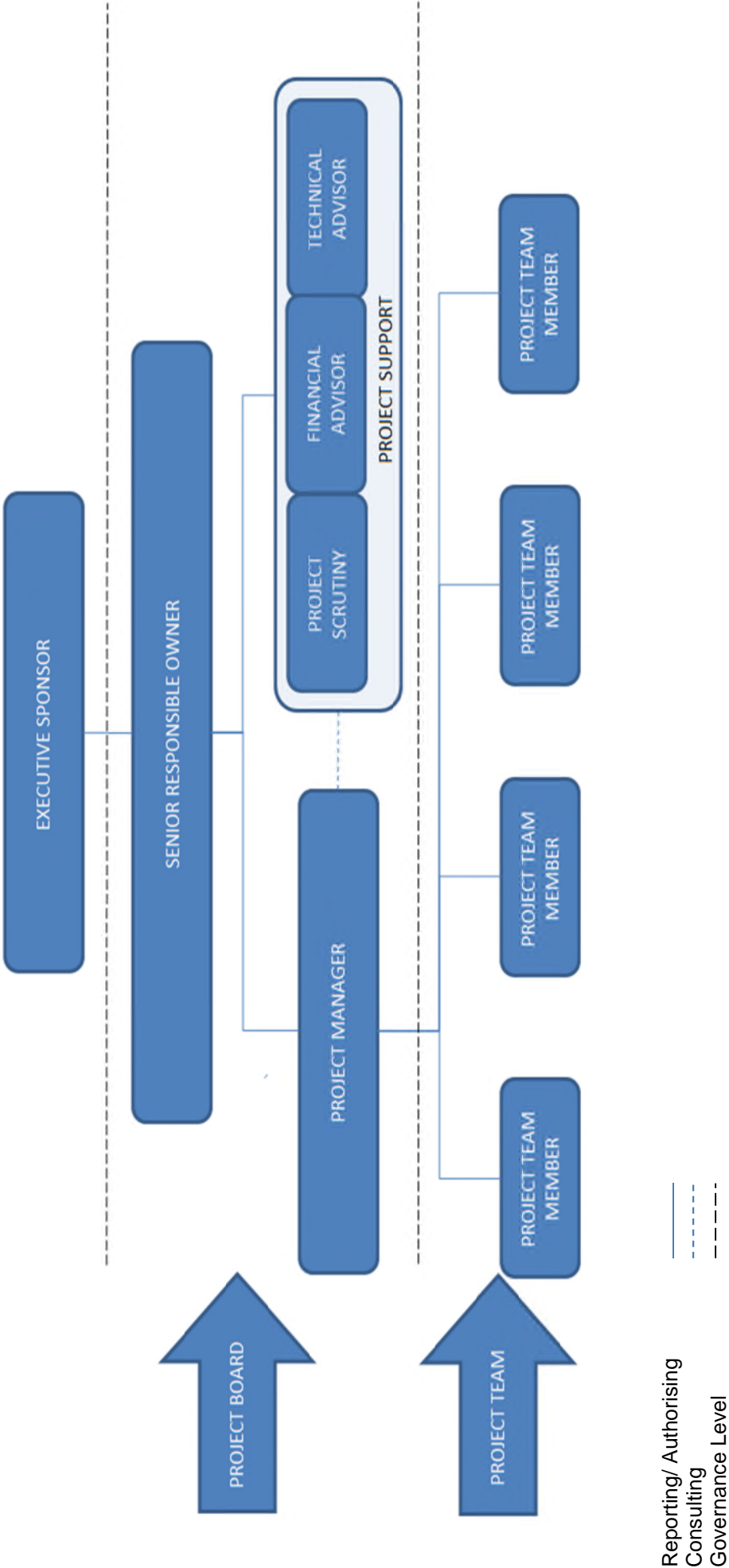


## TRANSFORMATION GOVERNANCE STRUCTURE





PROJECT LEVEL GOVERNANCE STRUCTURE







## TRANSFORMATION PROGRAMME ROLES AND RESPONSIBILITIES

Elected Members Group/Individual	Role	Responsibility
Full Council	<ul style="list-style-type: none"> <li>Approval of the Council's Transformation Programme and review progress</li> <li>Annual monitoring of performance</li> </ul>	<ul style="list-style-type: none"> <li>To approve and monitor the overall Transformation Programme and approve the Council's projected spend and savings attributed to the programme</li> </ul>
Scrutiny Committee	<ul style="list-style-type: none"> <li>Scrutiny oversight of the Transformation Programme</li> </ul>	<ul style="list-style-type: none"> <li>To review performance</li> <li>To consider the effectiveness of policy and review its implementation</li> </ul>
Strategic Policy and Resources Committee	<ul style="list-style-type: none"> <li>The approval of amendments to the approved Council's Transformation Programme budget</li> <li>Ongoing oversight and monitoring of the Programme's progress</li> </ul>	<ul style="list-style-type: none"> <li>To monitor the programme and where appropriate approve amendments to the Council's Transformation Programme Budget arising from in-year expenditure/savings monitoring.</li> </ul>
<b>Themed Committees</b>	<ul style="list-style-type: none"> <li>The approval of Service Programme business cases</li> </ul>	<ul style="list-style-type: none"> <li>To scrutinise and approve Full Business Cases for changes to service delivery in their respective themed areas</li> </ul>
<b>MOWG</b>	<ul style="list-style-type: none"> <li>Challenge and scrutinise Transformation programme progress</li> </ul>	<ul style="list-style-type: none"> <li>Provision of guidance on future transformation proposals</li> <li>Scrutinise progress to date (expenditure, savings, milestones) on Projects which have been approved</li> <li>Make recommendations arising from scrutiny and challenge</li> </ul>

CORPORATE GOVERNANCE		
Group/ Individual	Role	Responsibility
EOT Transformation, Change and Organisational Development Group (Transformation Board)	<ul style="list-style-type: none"> <li>To provide support and strategic direction to the Transformation Programme, taking collective responsibility and professional leadership in order to deliver excellence and identified savings</li> </ul>	<ul style="list-style-type: none"> <li>To promote the cultural change and governance arrangements required to facilitate the Transformation Programme</li> <li>To direct, support, challenge and scrutinise SMT/Transformation Boards to provide surety regarding Transformation Programme progress.</li> <li>To formulate recommendations to Council on additions to the Transformation Programme.</li> </ul>
Corporate Transformation Board	<ul style="list-style-type: none"> <li>To oversee corporate projects and reviews, and also act as oversight on cluster groups (see Appendix 5)</li> </ul>	<ul style="list-style-type: none"> <li>To provide oversight on the progress of Corporate Transformation projects (see Appendix 5)</li> <li>Escalation of key issues/challenges/risks to the Transformation Board</li> <li>To ensure broad understanding of key cross cutting and potentially conflicting projects to consider projects in their designated broad themes.</li> <li>Programme support and communications across clusters and corporate activities.</li> </ul>
ICT Transformation Board	<ul style="list-style-type: none"> <li>To deliver oversight of specific IT Service transformational projects and ICT aspects of Service owned transformation projects</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of the benefits identified in the digital and mobile programmes and in all ICT elements of Service-owned projects within the Council's Transformation Programme</li> <li>Prioritisation of ICT transformational activities</li> <li>Ownership and monitoring of risk associated with ICT transformational change</li> <li>Provision of a collaborative forum for decision making around best fit/value for transformational ICT change activities</li> </ul>

Group/ Individual	Role	Responsibility
Depute Chief Executives or Directors (Executive Sponsorship)	<ul style="list-style-type: none"> <li>Senior Responsible Business Owners</li> </ul>	<ul style="list-style-type: none"> <li>To ensure that the Service Transformation Boards achieve objectives and deliver expected benefits, which in turn contribute to the achievement of the programme objectives and benefits.</li> <li>To provide strategic guidance, direction and scrutiny on Transformation Programme progress and to support the Transformation Cluster Programme Board in overseeing conflicting and crosscutting projects.</li> <li>To devolve responsibility and authority to the Programme Board (EOT) for the direction, direct scrutiny and programme decisionmaking within agreed parameters.</li> <li>To provide guidance on the viability of programme objectives and outcomes</li> </ul>
Perth and Kinross Integration Joint Board for Health and Social Care	<ul style="list-style-type: none"> <li>Strategic Partner</li> </ul>	<ul style="list-style-type: none"> <li>To support the cultural change and governance arrangements required to facilitate the Transformation Programme</li> <li>To support Transformation Programme progress</li> <li>To contribute towards added value for the Transformation Programme.</li> </ul>

Group/ Individual	Role	Responsibility
Perth and Kinross Integration Joint Board for Health and Social Care Chief Officers Group	<ul style="list-style-type: none"> <li>To oversee jointly integrated Health and Social Care projects and reviews</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of the benefits identified in the jointly integrated Health and Social Care projects and reviews</li> <li>Prioritisation of joint transformational activities</li> <li>Ownership and monitoring of risk associated with joint transformational change</li> <li>Provision of a collaborative forum for decision making around best fit/value for transformational Health and Social Care change activities</li> </ul>

PROGRAMME/PROJECT MANAGEMENT ROLES		
Group/ Individual	Role	Responsibility
Service Transformation Project Boards (Chair: Director)	Project sponsor and EOT Board Membership	<ul style="list-style-type: none"> <li>To challenge, scrutinise and support Service Transformation projects and thereby facilitate the ongoing effective delivery of Transformation Projects within the overall programme</li> <li>To ensure the Service Transformation Projects are delivered on time and on budget</li> <li>To commission Transformation Programme Projects and produce the associated project mandates which should include identification of Senior Responsible Officer and definition and documentation of project-level tolerances.</li> <li>To develop strategies to address and manage out of tolerance changes to Transformation Programme projects.</li> </ul>
Project Senior Responsible Owner (SRO)	To deliver the project within the approved budget and time constraints in accordance with the project's mandate and business case.	<ul style="list-style-type: none"> <li>To establish the project team including the Project Manager and Project Board membership.</li> <li>To ensure the project's business case is adhered to and maintained with inclusion of any approved updates.</li> <li>To lead the Project Board and ultimately to have responsibility for ensuring the project delivers its forecasted objectives in line with its business case.</li> </ul>

Project Board (Chair: SRO)	To ensure effective overall direction and management of the project within the constraints set out by the Project Sponsor	<ul style="list-style-type: none"> <li>• To have accountability for the success of the project.</li> <li>• To approve all major plans and resources required by the project – within the constraints set out by the Project Sponsor.</li> </ul>
<b>Group/</b>	<b>Role</b>	<b>Responsibility</b>
Project Manager	Delegated authority to run the project on behalf of the Project Board, within the constraints laid down by the Project Board.	<ul style="list-style-type: none"> <li>• To manage all aspects of the project including, cost management, communications, quality and change management</li> </ul>
Project Support Team	Specialist advice to project	<ul style="list-style-type: none"> <li>• Responsible to Project Board and also SRO</li> <li>• Provide specialist advice for subject matters such as finance and other technical aspects. The depth of detailed involvement from support functions such as finance will depend on the level of complexity and risk with the project</li> </ul>
Extended Project Team	Contribution to the project	<ul style="list-style-type: none"> <li>• Responsible for work activities appropriate to their role and area of expertise, under the direct leadership of the Project Manager. The project team may extend beyond the confines of the service in which the project sits, including other parts of the Council, and may also extend outwith the Council to Community partners for example</li> </ul>

### ADDITIONAL SUPPORT FOR TRANSFORMATION PROGRAMME/PROJECTS

Group Title	Role	Responsibility	Contact
Transformation Team (now part of Corporate Project Board (see section 2.3))	The group provides strategic support to transformation by overseeing programme governance, stakeholder management, and enabling requirements	<ul style="list-style-type: none"> <li>The group has responsibility for ensuring that support for transformation is delivered to those that need it.</li> </ul>	Keith McNamara
Leadership and Learning Group	The group provides an opportunity where all things learning and development can be discussed, by those with responsibility for promoting learning and development within their Service. The aim is to develop a greater understanding of each Service's learning priorities, and to create opportunities to work collaboratively, maximise resources and streamline all activities related to learning and development.	<ul style="list-style-type: none"> <li>To provide support to the Transformation Programme by promoting learning and development opportunities across the organisation with the aim of sharing knowledge and best practice.</li> </ul>	Sandra Flanigan
Performance Planning and Risk Group	Provide network for key corporate activities	<ul style="list-style-type: none"> <li>Liaise with Services and the Corporate team to assist in ensuring that there is a robust and consistent approach taken to manage performance planning and risk.</li> </ul>	Chris Jolly
Research and Information Group	To identify, assess and adapt innovation, and information requirements	<ul style="list-style-type: none"> <li>Undertake research as prompted by strategy and specific opportunity and provide information and recommendations to project officials as appropriate.</li> </ul>	Paul Davidson

Group Title	Role	Responsibility	Contact
Strategic Planning and Improvement Team	To co-ordinate, and report on the delivery of the Council's Transformation Programme.	<ul style="list-style-type: none"> <li>• To support effective project and programme management for the Transformation Programme.</li> <li>• To develop and implement effective challenge, scrutiny, support and reporting methodologies for the Transformation Programme</li> <li>• Project assurance</li> </ul>	Sandra Flanigan
Corporate/Service Finance	To co-ordinate and report on the corporate financial monitoring of the Council's Transformation Budget	<ul style="list-style-type: none"> <li>• To undertake regular monitoring of the Transformation Programme budget in liaison with Financial Controllers</li> <li>• To propose amendments and additions to the Transformation Programme budget (for approval by EOT and SP&amp;R Committee)</li> </ul>	Fraser Crofts
Transformation Manager	Programme Manager	<ul style="list-style-type: none"> <li>• To support the leadership, co-ordination and monitoring the delivery of the Council's Transformation Programme.</li> <li>• To work with Project and Programme Boards to facilitate the delivery of their</li> </ul>	Steve Homer



Group Title	Role	Responsibility	Contact
		<p>Transformation Projects</p> <ul style="list-style-type: none"><li>• To lead on the delivery of identified transformation reviews, including administrative functions; performance management; and sponsorship.</li></ul>	



TRANSFORMATION PROJECTS BY CLUSTER

Cluster 1- Communities/ People/ Tackling Inequality	Cluster 2- Property/ Assets/ Procurement	Cluster 3- Technological	Cluster 4 – Corporate
Strategic Commissioning with the Third Sector	Corporate Property Asset Management Review	Smart Perth and Kinross: Open Data Review	Modernising Performance Reporting Review
Communities First Review	Ground maintenance- Continental Shift Working Review	Corporate Digital Services and MyAccount Review	Procurement Reform Review
Review of Residential Care	Securing the Future of the School Estate	Mobile Working Review	Service Improvement and Efficiencies in Finance Activity
Home First: Review of Homeless Service	Review of Community Campuses Contracts	Modernising Licenses Permissions and Approvals	Review of Admin Support Services
Early Years Strategy Phase 3 Review	Review of Facility Management Arrangements (including Tayside Contracts)	<div><div></div><div>Phase 1</div><div>Phase 2</div><div>Phase 3</div></div>	Review of Council Assets for Commercial Sponsorship
Review of Community Care Packages for Adults	Review of HCC Repairs Service		
Review of Day Care Services	Review of Catering Service		
Review of Community Capacity and Empowerment	Review of Roads Activities		
Residential Care Services (Children and Young People)	Review of Recycling Service		
Review of Inclusion Services	Council Vehicle Fleet Utilisation and Optimisation Review		
Review of Delivery of Class Contact Time	Inveralmond Reuse Shop		
Expansion of Family Based Care Review			
Review of Working Week Arrangements in Schools			
Community Greenspace Review			
Review of School Staffing Standards			

