

**Proposed Governance Arrangements – Enterprising Angus Programme**

	Membership	Remit
<b>Member Officer Group (MOG) (note 1)</b>	n/a	<ul style="list-style-type: none"> <li>• Scrutiny and discussion of Commercialisation Strategy and Approach</li> <li>• Scrutiny and discussion of major policy changes</li> <li>• Scrutiny and discussion of large commercial ventures</li> <li>• Scrutiny and discussion of commercial projects and initiatives</li> <li>• Scrutiny and discussion of Enterprising Angus Programme</li> <li>• Discussion of changes to fees and charges for Council services</li> </ul>
<b>Change Board / CLT</b>	Chief Executive Service Directors	<ul style="list-style-type: none"> <li>• Providing final officer sign off for Enterprising Angus Board Programme and Strategy and other key policy decisions prior to consideration by elected members</li> <li>• Ensuring continued alignment of the Enterprising Angus Programme with the council's strategic objectives</li> <li>• Elected Member engagement and communication</li> <li>• Scrutiny of the delivery of the overall Enterprising Angus Programme and achievement of policy and financial targets therein</li> </ul>

Note 1 – It is intended that the Member Officer Group will scrutinise and discuss proposed commercial projects or major policy changes arising from the Enterprising Angus programme prior to these being considered by the Policy & Resources Committee or if relevant one of the Council's other standing committees. Approval of commercial projects and the overall programme will sit with the Policy & Resources Committee. Full Council will still consider changes to fees and charges as part of the budget setting process but proposed changes to fees and charges outwith the budget setting process will be considered by the relevant committees in line with Standing Orders.

	Membership	Remit
<b>Enterprising Angus Board</b>	To be confirmed but expected to comprise senior officers from all services of the Council. Service Directors will nominate their representatives once the Commercialisation Strategy is approved.	<ul style="list-style-type: none"> <li>• Approving the Enterprising Angus Programme definition and scope</li> <li>• Approving the Commercialisation Strategy (how the required outcomes are to be achieved) and associated action plan(s)</li> <li>• Approving and communicating the programme's vision</li> <li>• Appointing SRO for Enterprising Angus Programme, agreeing remit and delegated authority</li> <li>• Agree membership and remit of Commercialisation Taskforce</li> <li>• Communicating information about the Enterprising Angus Programme to all key stakeholders</li> <li>• Ensuring that the programme delivers within its agreed boundaries (cost, organisational impact, rate/scale of adoption, expected/actual benefits realisation)</li> <li>• Defining the acceptable risk profile and risk thresholds for the programme and its constituent projects</li> <li>• Ensuring the required resources and funding are available to deliver key projects</li> <li>• Providing overall strategic direction for the programme</li> <li>• Assessing, approving and initiating commercial project proposals and business cases including initial investment requirements and timescales for delivery, where appropriate.</li> <li>• Authorising any deviations from the agreed programme of work</li> <li>• Resolving any conflicts escalated by the Enterprising Angus Task Force or project teams</li> <li>• Ensuring that a post-project review is scheduled and takes place for each project within the programme</li> <li>• Review and implement appropriate changes to projects as a result of lessons learned</li> <li>• Resolving strategic and directional issues between projects, which need the input and agreement of senior stakeholders to ensure the progress of the programmes</li> <li>• Maintaining the focus on the development, maintenance and achievement of the overall strategy</li> </ul>

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Senior Responsible Officer (SRO)	Director of Legal & Democratic Services	<ul style="list-style-type: none"> <li>• Supporting and communicating the vision for the programme</li> <li>• Providing clear leadership and direction throughout the life of the programme and its constituent projects</li> <li>• Securing investment required to initiate approved projects</li> <li>• Ensuring that the programme achieves its strategic outcomes and realises its outputs and benefits</li> <li>• Establishing the programmes governance arrangements</li> <li>• Monitoring delivery of projects</li> <li>• Maintaining the link with key senior stakeholders, keeping them engaged and informed</li> <li>• Monitoring the key strategic risks facing the programme</li> <li>• Maintaining the alignment of the programme with the organisation's strategic direction</li> <li>• Ensuring the effectiveness and performance of the programme</li> <li>• Initiating extra activities and other management interventions wherever gaps in the programme are identified or issues arise</li> <li>• Facilitating the appointment of individuals of the project delivery teams</li> <li>• Facilitating the appointment of external consultants, where specialist support and guidance is required</li> </ul>

	Membership	Remit
<b>Manager – Commercialisation</b>	n/a	<ul style="list-style-type: none"> <li>• Developing of the Commercialisation Strategy and associated action plans on behalf of the SRO</li> <li>• Developing and implementing the programmes governance framework on behalf of SRO</li> <li>• Chair Enterprising Angus Taskforce meetings</li> <li>• Developing and maintaining the programme environment to support each individual project within it</li> <li>• Carry out reviews of council services identified by the Board to ensure a commercial approach is being implemented in the delivery of council services and opportunities to generate new income or maximise existing income sources are taken up.</li> <li>• Identify opportunities to develop entrepreneurial skills in service delivery</li> <li>• Proactively monitoring the overall progress of the Enterprise Angus Programme, assisting Project Leads in resolving issues and initiating corrective action, as appropriate</li> <li>• Overseeing the effective coordination of the projects and their interdependencies</li> <li>• Managing and resolving any risks and other issues that may arise</li> <li>• Managing the strategy and action plan and ensuring that the capabilities delivered are aligned with it</li> <li>• Managing internal and external suppliers to the programme</li> <li>• Developing a programme communications strategy on behalf of SRO</li> <li>• Maintaining day to day contact with SRO, reporting progress of the programme at regular intervals to the SRO</li> </ul>

	Membership	Remit
<b>Project Leads</b>	n/a	<ul style="list-style-type: none"> <li>• Project Leads will be appointed to individual projects and their remit will be outlined in the project brief but will include as a minimum:               <ul style="list-style-type: none"> <li>○ initiating project;</li> <li>○ drafting relevant project documentation including full business case, funding applications for budget approval, risk register etc.;</li> <li>○ identifying and allocating resources to deliver project;</li> <li>○ delivery of the project within agreed timescales and budget;</li> <li>○ delivery of agreed project objectives;</li> <li>○ regular reporting of progress to the Enterprising Angus Board;</li> <li>○ highlighting any issues and escalating risks to the Enterprising Angus Board;</li> <li>○ Attending meetings of the Enterprising Angus Taskforce.</li> </ul> </li> </ul>
<b>Enterprising Angus Taskforce</b>	Manager – Commercialisation Manager – Procurement & Commissioning Manager – Estates Senior Practitioner - Strategic Commissioning EC Dev Rep Funding Team Rep Comms Team Rep Finance Rep Legal Rep Organisational Development Rep Project Leads	<ul style="list-style-type: none"> <li>• Provide a regular overview of progress of all projects within the Enterprising Angus Programme and will monitor issues/risks and highlight any particular threats to the Board.</li> <li>• Assist in the development of project proposals for consideration by the Board and assist with preparation of agreed project documentation.</li> <li>• Act as a sounding board and/or peer review group for project proposals, risk identification and business case development.</li> <li>• Identifying and sharing good practice to improve our commercial expertise.</li> </ul>