

**CHANGE PROGRAMME GOVERNANCE ARRANGEMENTS: UPDATE**  
**BRIEFING PAPER (V2)**

**1. PURPOSE**

1.1 This briefing paper has been prepared to update the governance arrangements agreed in May 2018 to support the delivery of the Change Programme.

**2. BACKGROUND**

2.1 At its meeting on 28 August 2017, the EMT Scrutiny Board agreed to the governance arrangements proposed to support the delivery of the change programme. These arrangements were also agreed by Angus Council at its meeting on 7 September 2017 (Report 278/17 refers). This reflected the position at the time, following the conclusion of the work that had been progressed with the Council's strategic partner (EY), along with the corporate management changes introduced by the Chief Executive around that time.

2.2 These governance arrangements were subsequently updated in May 2018 to reflect the changes introduced as part of the Council's management re-structure.

2.3 This briefing paper has therefore been prepared to provide a further update to the governance arrangements reflecting the corporate leadership team changes since that time.

**3. PROPOSAL**

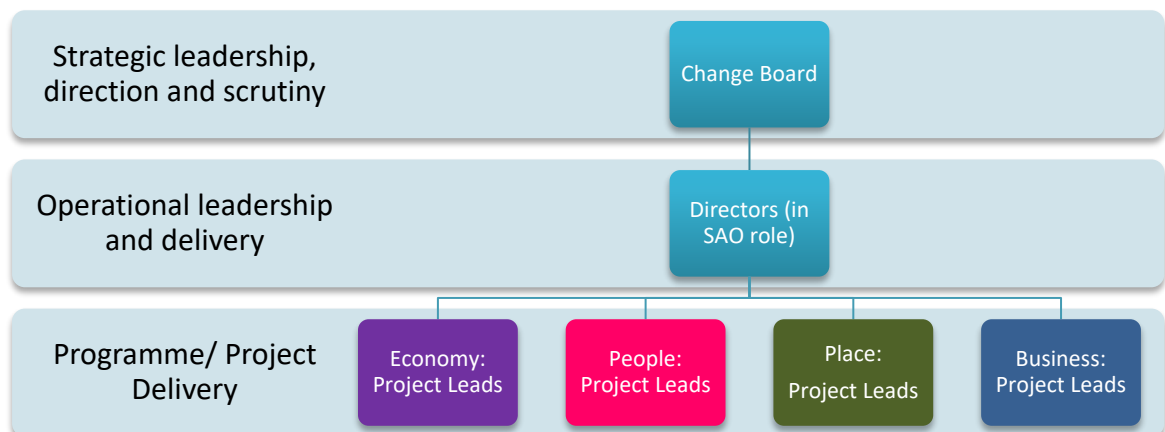
**3.1 Introduction**

3.1.1 The overarching governance diagram illustrates the inter-relationship between the various groups. This is included in Appendix 1 for reference.

3.1.2 The main focus of this briefing paper is to clarify the governance arrangements and functions related to:

- (i) Strategic leadership, direction and scrutiny – discharged by the Change Board; and
- (ii) Operational leadership and delivery – discharged by Senior Accountable Officers i.e. the various Directors as part of the Council Leadership Team (CLT).

This is illustrated in the following diagram:



3.1.3 It is critical to the successful delivery of the Change Programme that these groups have clearly defined Terms of Reference and members of each group are clear about their respective Roles and Responsibilities.

3.1.4 The key aspects of each are set out below and summarised in the draft RACI matrix included in Appendix 2.

### 3.2 Strategic Leadership, Direction and Scrutiny Function

3.2.1 The strategic leadership, direction and scrutiny function will be discharged by the Change Board.

3.2.2 The following Terms of Reference for the Change Board are proposed:

- Provide strategic leadership and oversight of the entire Change Programme;
- Provide strategic integration of the entire Change Programme with Business as Usual activity, including the resolution of competing demands;
- Scrutinise progress to provide overall assurance that the Change Programme is delivering the expected benefits at the required scale and pace;
- Authorise any proposed changes to programmes and projects included in the Change Programme;
- Authorise and monitor use of the Change Fund and consider/ approve bids;
- Provide strategic direction for communications and engagement activity across the entire Change Programme;
- Provide strategic direction for managing risks and dependencies across the entire Change Programme;
- Provide strategic direction on deployment of resources to ensure programme/ project integration, prioritisation and delivery is properly supported; and
- Consider/ approve new requests to add further programmes/ projects to the Change Programme.

3.2.3 The membership of the Change Board, along with specific Roles and Responsibilities for members while discharging the functions of the Change Board, are as follows:

Designation	Roles and Responsibilities
<b>Chief Executive; Depute Chief Executive; Directors; and Chief Officer - AHSCP</b>	<ul style="list-style-type: none"> <li>• Strategic leadership oversight of Change Programme across all services with ultimate <b>accountability to elected members</b> for delivery of the Change Programme to achieve the strategic objectives of the Council</li> <li>• Discharge the functions included in the Terms of Reference for the Change Board <b>in a decision-making capacity</b></li> <li>• Seek relevant Political support and approval for the Change Programme</li> <li>• Promote an energised culture that is focused on transformation and collaborative working in the interests of the organisation as a whole</li> <li>• Ensure that the Change Programme evolves to reflect the emerging strategic objectives of the Council, and the Angus Community Planning Partnership, and that resources are prioritised and allocated where necessary</li> <li>• To comply with audit recommendations, where a member of the Change Board is identified as being the Senior Accountable Officer (SAO) for a specific programme or project, they shall have no Change Board decision making powers in relation to said programmes or projects to avoid conflict of interest (unless exceptional circumstances are agreed by Chief Executive and managed appropriately)</li> </ul>
<b>Director of Finance</b>	<ul style="list-style-type: none"> <li>• Strategic leadership oversight of Change Programme across all services with ultimate <b>accountability to the Change Board</b> for delivery of the Change Programme to achieve the strategic objectives of the Council</li> <li>• Support discharge of the functions included in the Terms of Reference for the Change Board <b>in an advisory capacity</b> and support the Change Board members to discharge their Roles and Responsibilities</li> <li>• Support discharge of the functions included in the Terms of Reference for the Change Board <b>in an advisory capacity</b></li> </ul>

Designation	Roles and Responsibilities
Director - Legal & Democratic	<p><b>in relation to finance matters (Finance Officer)</b> and support the Change Board members to discharge their</p> <ul style="list-style-type: none"> <li>• Roles and Responsibilities where there are financial implications</li> </ul>
	<ul style="list-style-type: none"> <li>• Support discharge of the functions included in the Terms of Reference for the Change Board <b>in an advisory capacity in relation to legal matters (Monitoring Officer)</b> and support the Change Board members to discharge their Roles and Responsibilities where there are legal implications</li> </ul>
Executive Support	<ul style="list-style-type: none"> <li>• Providing administrative support</li> </ul>

### 3.3 Operational Leadership and Delivery Function

3.3.1 The operational leadership and delivery function will be discharged by Senior Accountable Officers i.e. the various Directors who are members of the Council Leadership Team (CLT) and Change Board.

3.3.2 The Director members of CLT are accountable to the Change Board for the operational delivery of the Change Programme. In that context, the Directors will also be the Senior Accountable Officers and responsible for the pace and delivery of the programmes/ projects in their respective portfolios.

3.3.3 Each Director, in their capacity as Senior Accountable Officer, shall have the following responsibilities as part of discharging that role;

- Provide operational leadership with each Senior Accountable Officer (i.e. Director) being accountable to the Change Board for the pace and delivery of programmes/ projects under their respective portfolios;
- Provide operational integration of the entire Change Programme with Business as Usual activity, including the resolution of competing demands across service areas while working in tandem with each of the other SAOs on the Change Board;
- Report key aspects of progress on programme/ project portfolio to the Change Board and highlight any emerging risks, dependencies or issues that may impact on the overall Change Programme delivering the expected benefits at the required scale and pace;
- Highlight any proposed changes to their respective programmes and projects included in the Change Programme to the Change Board;
- Highlight any potential bids for use of the Change Fund to the Change Board;
- Provide operational direction for communications and engagement activity in relation to the programmes/ projects under their respective portfolios;
- Provide operational direction for managing risks and dependencies in relation to the programmes/ projects under their respective portfolios;
- Provide operational direction on deployment of resources to ensure programme/ project integration, prioritisation and delivery is properly supported in relation to the programmes/ projects under their respective portfolios; and
- Identify and agree potential new programmes/ projects to add to the Change Programme, which are to be put forward to the Change Board for consideration/ approval, including details of the Senior Accountable Officer (i.e. Director) leading the initiative.

3.3.5 The master Change Programme Summary continues to be updated to identify the programmes/ projects that the various Senior Accountable Officers (i.e. Directors) are leading.

### 3.4 Programme/ Project Delivery

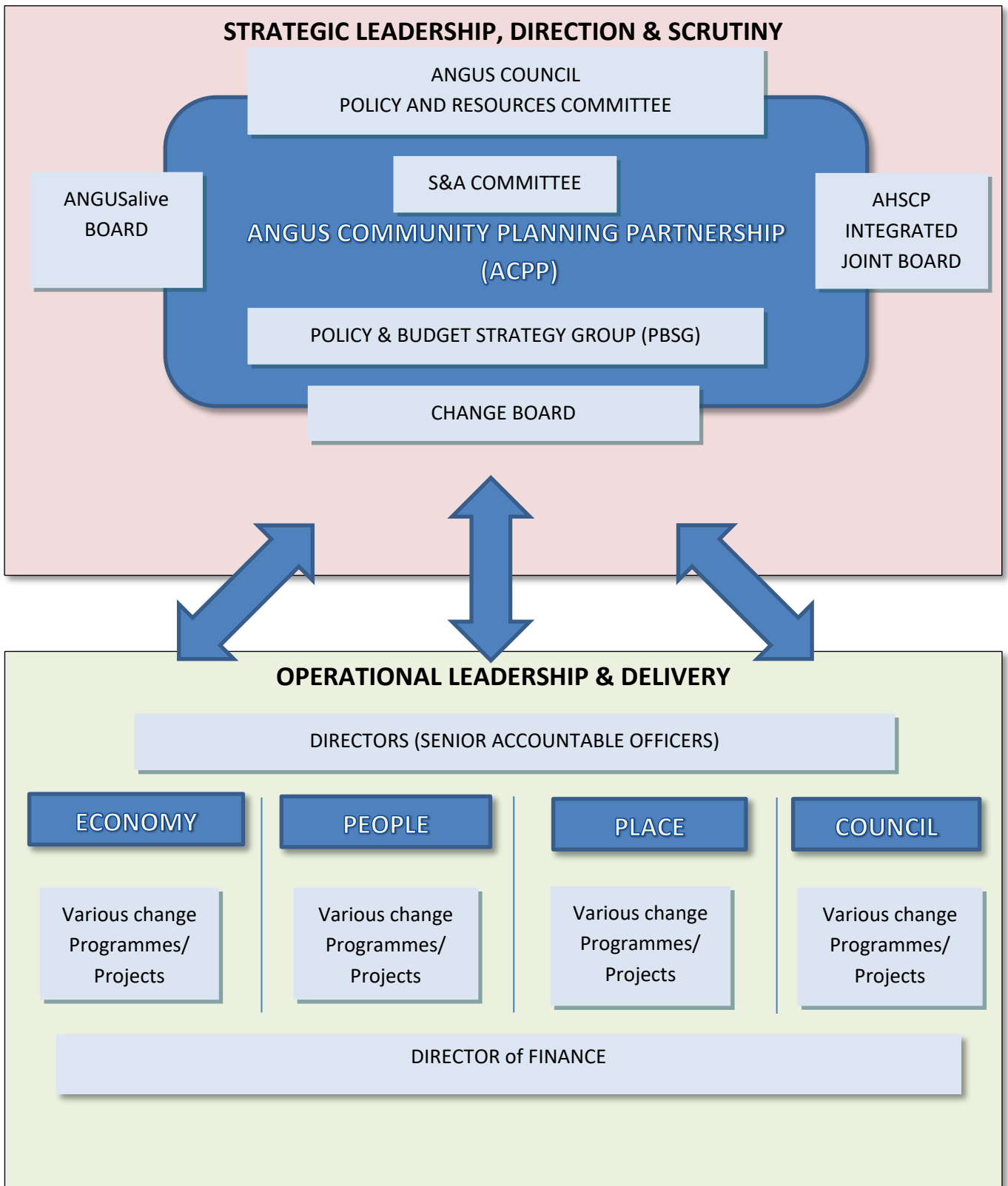
3.4.1 The Programme/ Project Delivery governance arrangements are well developed in terms of approach, and a Change Forum for 'Project Leads has been established in order to share information, learning and support improvement. This forum also supports the development of a collaborative support network across the whole portfolio with the objective of enhancing the maturity and performance of the organisation in relation to its capability for managing and delivering change.

#### **4. SUMMARY**

- 4.1 This briefing paper updates the earlier governance briefing paper from May 2018 to provide the latest approach to the discharge of the strategic functions and related roles and responsibilities in relation to the strategic leadership, direction and scrutiny, along with the operational leadership and delivery, of the Change Programme.

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**2 December 2020**

Appendix 1



## CHANGE PROGRAMME: RACI MATRIX

This RACI matrix is based on the following definitions:

Accountability (“A”): the individual who is ultimately responsible. Includes yes or no authority and veto power. Only one “A” can be assigned to a function.

Responsibility (“R”): the individual(s) who actually completes the task, the doer. This person is responsible for action/ implementation. Responsibility can be shared. The degree of responsibility is determined by the individual with “A”.

Consult (“C”): the individual(s) to be consulted prior to a final decision or action. This incorporates two-way communication.

Inform (“I”): the individual(s) who needs to be informed after a decision or action is taken. This incorporates one-way communication.

Decisions/ Functions/ Activities	Change Board	Senior Accountable Officer (SAO)	Director of Finance	Director of Finance (Finance Officer)	Director of Legal & Democratic (Monitoring Officer)
<b>Change Board</b>					
Provide <u>strategic</u> leadership and oversight of the entire Change Programme	A	I	R	C	C
Provide <u>strategic</u> integration of the entire Change Programme with Business as Usual activity, including the resolution of competing demands	A	I	R	C	C
<u>Scrutinise</u> progress to provide overall assurance that the Change Programme is delivering the expected benefits at the required scale and pace	A	I	R	C	C
<u>Authorise</u> any proposed changes to programmes and projects included in the Change Programme	A	I	R	C	C
<u>Authorise</u> and monitor use of the Change Fund and consider/ approve bids	A	I	R	C	C
Provide <u>strategic</u> direction for communications and engagement activity across the entire Change Programme	A	I	R	C	C
Provide <u>strategic</u> direction for managing risks and dependencies across the entire Change Programme	A	I	R	C	C
Provide <u>strategic</u> direction on deployment of resources to ensure programme/ project integration, prioritisation and delivery is properly supported	A	I	R	C	C
<u>Consider/ approve</u> new requests to add further programmes/ projects to the Change Programme	A	I	R	C	C
Seek relevant Political support and approval for the Change Programme	A	I	R	C	C
Promote an energised culture that is focused on transformation and collaborative working in the interests of the organisation as a whole	A	I	R	C	C
Ensure that the Change Programme evolves to reflect the emerging strategic objectives of the Council, and the Angus Community Planning Partnership, and that resources are prioritised and allocated where necessary	A	I	R	C	C
<b>Directors (Senior Accountable Officers)</b>					
Provide <u>operational</u> leadership and accountable for the pace and delivery of programmes/ projects under their respective portfolios	C	R	A	C	C
Provide operational integration of the entire Change Programme with Business as Usual activity, including the resolution of competing demands across service areas while working in tandem with each of the other SAOs on the Change Board	C	R	A	C	C
<u>Report key aspects of progress</u> on programme/ project portfolio and highlight any emerging risks, dependencies or issues that may impact on the delivering the expected benefits at the required scale and pace in relation to the programmes/ projects under their respective portfolios	C	R	A	C	C
Highlight any proposed changes to programmes and projects included in relation to the programmes/ projects under their respective portfolios	C	R	A	C	C
Highlight any potential bids for use of the Change Fund, clearly identifying a link to change programme/projects, in relation to the programmes/ projects under their respective portfolios	C	R	A	C	C
Provide <u>operational</u> direction for communications and engagement activity in relation to the programmes/ projects under their respective portfolios	C	R	A	C	C
Provide <u>operational</u> direction for managing risks and dependencies in relation to the programmes/ projects under their respective	C	R	A	C	C
Provide <u>operational</u> direction on deployment of resources to ensure programme/ project integration, prioritisation and delivery is properly supported	C	A	R	C	C
Identify and agree potential new programmes/ projects to add to the Change Programme, which are to be put forward to the Change Board for consideration/ approval, including details of the Senior Accountable Officer and Project Lead	C	A	R	C	C
Seek relevant Political support and approval for the Change Programme, with focus on specific programmes/ projects under remit	C	R	A	C	C