# Appendix 2:  Programme Governance Arrangements

## Purpose of the Appendix

1    This appendix details governance arrangements for decision making in relation to the Leisure Centre Transformation programme. It also includes delegated responsibilities and expectations for each level within the reporting model.

2    By following this governance, the progress of the programme will be monitored and any deviations from the plan, risks or issues will be identified and addressed in a timely manner.

## Governance model

3    The following is a diagram of the reporting structure:
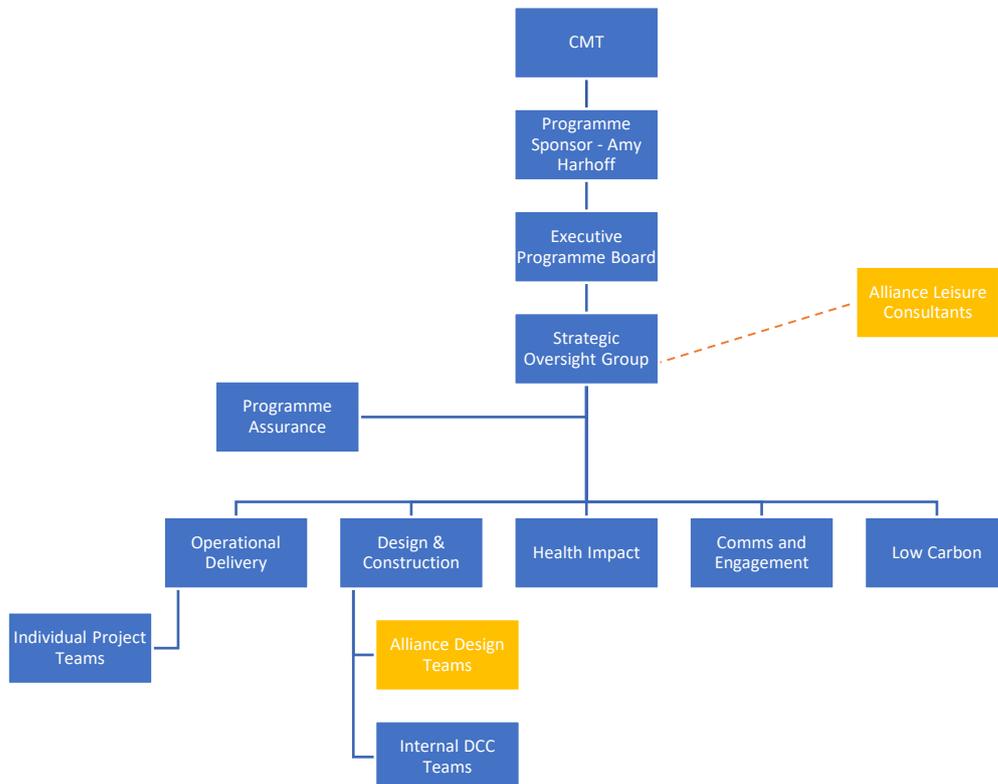


## Key Roles and Responsibilities

*The Executive Programme Board*

4    The Board has the responsibility for the overall success of the programme.

5      Its main functions are to:

(a)     provide constructive challenge to the projects within the programme and its outputs including member presentations, public consultation document etc to ensure they will deliver the intended outcomes;

(b)     agree solutions for any excepts, issues, strategic risks or cross cutting issues;

(c)     report progress to Cabinet, CMT, CMT Transformation and Transformation Board seeking approvals as appropriate;

(d)     make any decisions regarding resources and the approved budget and ensure that Council staff have sufficient capacity and understanding of the programme/project to fulfil their role;

(e)     ensure buy-in for the programme/project at all levels by promoting a change culture across the Authority and achieve the associated benefits;

6      The Executive Programme Board members comprise the following Officers:

(a)     Amy Harhoff, Director of Regeneration, Economy and Growth - Chair

(b)     Alison Clark, Head of Culture, Sport and Tourism, Project Executive - Vice Chair

(c)     Ben Kelsey, Leisure Transformation Programme Manager

(d)     Susan Robinson, Head of Corporate Property and Land, Project Executive

(e)     Chris Woodcock, PH Strategic Manager

(f)     Andy Palmer, Head of Transformation

(g)     Gordon Elliott, Head of Partnerships and Community Engagement

(h)     Jeff Garfoot, Head of Finance and Commercial Services

(i)     Michelle Atkinson, Head of Comms and Marketing

(j)     Nigel Dodds, Strategic Manager – Culture and Sport

(k)     Richard Crane, Head of Education and skills

(l)     Stuart Timmis, Head of Planning and Assets

(m)     James Etherington, Deputy Monitoring Officer

(n)     Abbie McQuillan, Senior Project Manager, Programme Assurance

7     Virtual meetings will take place on a 4 weekly basis. At each meeting, it is expected that the Strategic Oversight group (and any relevant workstream project managers) will provide an update on the progress against plans made in that period in the form of a highlight report. ;They will also highlight any key changes in risk, financial spend and communications.; Any issue which arises requiring urgent attention between meetings, will be noted and rectified where possible, by the Sponsor.

## *The Strategic Oversight Group*

8     This group has the responsibility to review progress of each of the workstreams and ensure that any interdependencies and overarching risks are highlighted. ;This group is responsible for the day to day decision making within the programme.

9     The group will:

(a)     make strategic decisions in relation to the desired direction of travel for Leisure Centre Transformation;

(b)     receive highlight reports for each of the workstreams on a 4 weekly basis and provide assurance on the progress to the Executive Programme Board;

(c)     act as the overarching monitoring group to drive the progress of the transformation programme and to provide update reports to the executive programme board on a 4 weekly basis;

(d)     develop and monitor the overarching programme plan and risk register;

(e)     identify and remedy barriers to progressing any element of the programme and/or its workstreams;

(f)     prepare reports and presentations for decision making and/or consultation and engagement with Members, special interest groups, leisure members or the general public.

10     The Strategic Oversight Group members comprises the following Officers:

(a) Alison Clark, Head of Culture, Sport and Tourism Project Executive - Chair

(b) Susan Robinson, Head of Corporate Property and Land, Project Executive

(c) Sarah Shaw, Senior Project Manager (Design & Construction lead)

(d) Ben Kelsey, Leisure Transformation Programme Manager

(e) Abbie McQuillan, Senior Project Manager (Comms & Engagement lead / Programme Assurance)

Occasional attendees as and when required for updates

(f) Su Lewis, Strategic Manager SID (Operational Delivery)

(g) Chris Woodcock, Strategic Manager (Health Impact)

11   Virtual meetings will take place on a weekly basis, until the Cabinet report is agreed in March 2021, after this time the frequency will be reviewed. ;At each meeting, it is expected that the Strategic Oversight group will review updates/highlight reports received from each workstream and prepare a programme level update for the board.  N.B. Highlight reports from workstreams need only be submitted on a 4 weekly basis unless there is an issue/decision required where it can be submitted more frequently.

## Other Roles and Responsibilities

*Sponsor*

12   The Sponsor has overall responsibility for the successful delivery of the outcomes of the programme.  The Sponsor is the Director of Regeneration, Economy and Growth and will:

(a) deliver or delegate any presentations/reports through the democratic process;

(b) make any decisions regarding resources and the budget and ensure that Council staff have sufficient capacity and understanding of the programme/project to fulfil their role;

(c) carry out any conflict resolution at a strategic level;

(d) chair executive programme board meetings;

(e)     provide strategic direction and reinforce the vision of the programme/project and how this links strategically with the Council's vision.

*Project Executive*

13     The Executive will provide strategic direction and reinforce the vision for the programme and how this links to the Council's vision.  The Project Executive is a shared role between the Head of Culture, Sport and Tourism and the Head of Corporate Property and Land.

14     The main responsibilities are to:

(a)     provide direction to the Programme Manager and the Strategic oversight group;

(b)     make delegated decisions on behalf of the Sponsor where appropriate;

(c)     ensure the anticipated outcomes and benefits remain the focus of the programme;

(d)     escalate any exceptions/issues to the Sponsor/Portfolio folder as necessary.

*Programme Manager*

15     The Programme Manager has responsibility for managing the programme, across all of the various workstream areas.  The Programme Manager must liaise with each of the workstream project managers to ensure the successful planning and management of the overall programme and that any interdependencies are recognised and managed.  The main responsibilities will be to:

(a)     produce a programme plan and support each workstream of the project to effectively plan and managed. This will include the appropriate programme and project management documentation including plans, risks and coordination across these;

(b)     identify all programme level risks derived from each workstream and ensure these are effectively managed by the relevant managers;

(c)     hold the programme documentation for programme scope and benefits realisation;

(d)     manage the programme across the governance arrangements and ensuring reporting and effective communications across the

programme governance structure as well as up and down the identified reporting lines;

(e) manage dependencies across the programme of projects;

(f) provide leadership across the programme in line with the direction of the strategic oversight group;

(g) ensure effective communication across all workstream of the programme and into other Council department's and stakeholders.

*Programme Assurance*

16 Programme assurance has the responsibility for advising the Programme Manager and Strategic Oversight Group in planning and project management across the overall programme.

17 The main responsibilities will be to:

(a) advise on the development of all appropriate programme management documentation including the programme plan, risk register and the co-ordination of communications in support of these documents;

(b) liaise appropriately with the Workstream Leads, to ensure the projects within the programme are delivered on-time and within budget and highlight interdependencies where identified as a barrier;

(c) provide independent constructive challenge to service specific documentation in order to represent the user;

(d) ensure that there is complete and transparent communication between all relevant teams at the Council;

(e) act as Project Assurance on behalf of the Strategic Oversight Group for workstreams which are causing concern.

*Workstream Project Managers*

18 The Workstream Project Managers are responsible for the successful management and delivery of an assigned element of the programme.

19 Workstream Project Managers are:

(a) Design & Build – Sarah Shaw

(b) Operational Delivery – Su Lewis

(c)    Health Impact Group – Chris Woodcock

(d)    Communications and Engagement – Abbie McQuillan

(e)    Low Carbon – Stephen McDonald

20    The main responsibilities are to:

(a)    plan for delivery in line with the programme plan;

(b)    produce 4 weekly highlight reports for the Strategic Oversight Group;

(c)    chair meetings of the workstream as appropriate, on at least a 4 weekly basis;

(d)    co-ordinate and manage the workstream members to deliver the intended outcomes and highlight to the Strategic Oversight Group where additional resources are required;

(e)    ensure that any risks or issues are identified with possible solutions identified.

*Workstream Members*

21    Team members are responsible for the delivery of their element of the project including:

(a)    ensuring representative views and needs from different areas are accounted for;

(b)    developing information to feed into consultations, HIA's/ EIA's or any other appropriate assessments;

(c)    Completing tasks as identified by the workstream project managers.