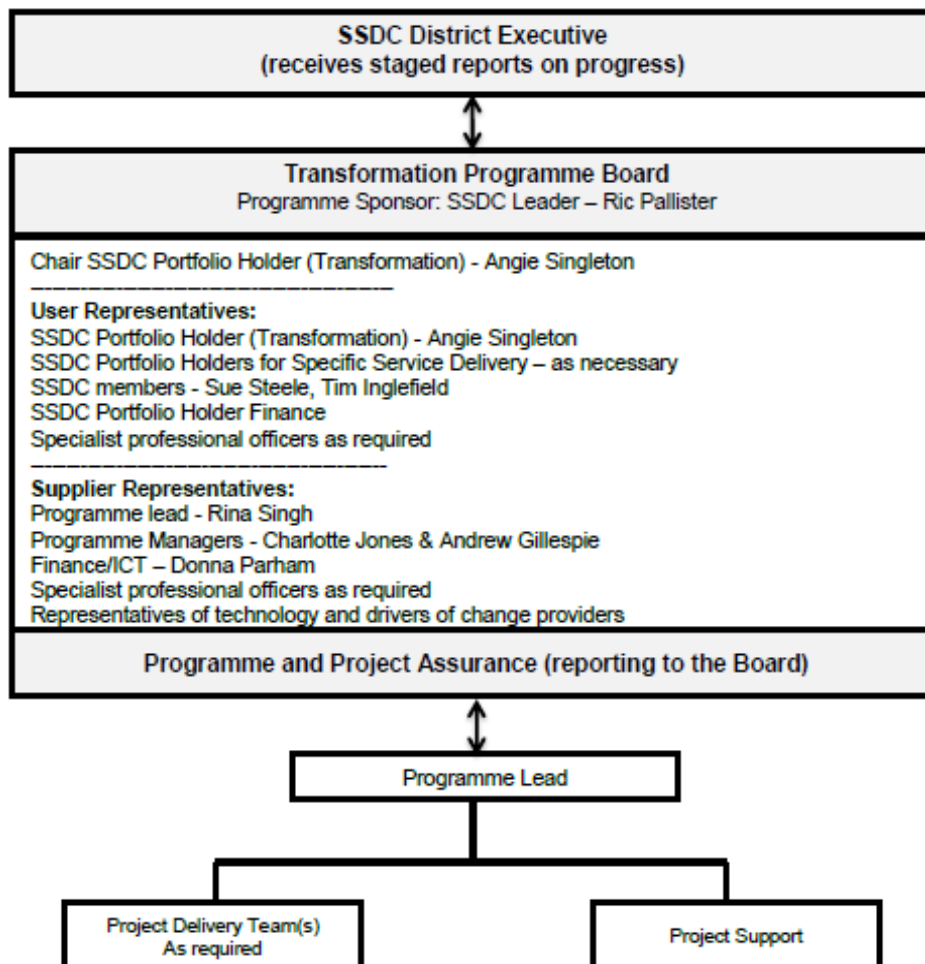


Appendix A

Transformation Programme (TP) Governance



It is proposed that the TP Governance should use the following structures. The Transformation Programme Board will:

- provide a high-level strategic steer
- champion the programme to internal/external stakeholders
- create an environment in which the programme can thrive
- monitor the overall direction of the programme
- monitor the risk log for the programme and agree mitigation
- authorise financial commitments within the existing financial procedures

The Programme Lead will:

- create and monitor the delivery plan for the programme
- ensure that the required resources are available resolve any conflicts escalated by the project delivery teams
- manage risks

- measure the delivery against the benefits and
- be responsible for the communication plan

The programme will require in-house resources, with a number of project work streams running simultaneously to deliver the change programme. These will include:

- Organisational Design and HR
- Technology
- Transition
- Support Services

It is envisaged that there will be a core programme team from officers within the Council. The make-up of this will change as required by the programme stages. Union involvement will be through a designated representative. Each Assistant Director will also nominate officers for their services. These officers will fulfil both the 'user' and 'supplier' representative roles within the TP and act as their main point of contact.

As services go through the programme, work relating to Business Process Reengineering (BPR) will be carried out by project teams. Experience indicates this element of the work can take up to 4 months depending on the degree of complexity involved. BPR is already undertaken by managers and work teams as part of "continuous improvement" therefore it is assumed that in most cases additional resources may not be required. However, some back filling may be needed and this will be discussed with the appropriate Assistant Director on a case by case basis. A provision of £360,000 for back filling has been included in the headline programme budget.