

BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

From: Head of Corporate Organisation	Report Number: P73
To: Executive Committee Strategy Committee	Date of meeting: 17 November 2014 20 November 2014

STRATEGIC DELIVERY PROGRAMME GOVERNANCE AND PROGRAMME STEERING BOARDS

1. Purpose of Report

- 1.1 To outline the programme governance and management methodology previously considered by the Joint Member Integration Board (JMIB) in October 2014 together with the proposed approach to Member oversight of the Strategic Delivery Programme through the Programme Steering Boards and the Joint Integration Member Board.
- 1.2 To seek Member approval to the Overall Programme Governance arrangements and proposed Terms of Reference suggested in this report and its Appendices.

2. Recommendations

- 2.1 That Programme Governance arrangements for the management and monitoring of the Strategic Delivery Programme be based on the proposal outlined in Appendix 1 to this report.
- 2.2 That the proposed structure and Terms of Reference for the Programme Steering Boards as set out in Appendix 2 to this report be agreed.
- 2.3 That the Head of Corporate Organisation in consultation with the Political Group Leaders be authorised (a) to determine the size and composition of the individual Programme Steering Boards and (b) to make the necessary appointments to those Boards.

The Committee is able to resolve this matter.

3. Financial Implications

- 3.1 None directly from this report.

4. Risk Management

- 4.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. SIT3. Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Failure to develop a culture/ way of working that ensures the Operational Delivery teams are agile / flexible and able to deliver outcomes required.	Low	High	Governance arrangements to provide strong political leadership in programme delivery.

5. Consultations

5.1 These proposals have been previously considered by JMIB.

6. Equality Analysis

6.1 No issues directly arising from this report.

7. Shared Service / Partnership Implications

7.1 No negative implications arising.

8. Key Information

Background context

8.1 During 2012 Members of Babergh and Mid Suffolk District Councils led a comprehensive evidence based programme to determine the key issues for our communities which was informed by a significant Member-led engagement programme with communities and key stakeholders. Following on from this work Members developed the Councils' strategic priorities focused on the key issues for our communities and where we as District Council can with our partners have the greatest impact. The priorities are focused on three elements; mix, supply and appropriate tenures of Housing; sustainable economic growth and Strong, healthy, sustainable communities

8.2 Members then used these priorities as the basis for a detailed strategic planning process, using the Transformation Enquiry Groups as the vehicle for engaging with a wide range of Councillors, to outline key areas of activity and outcomes required to deliver the strategic priorities. The key outputs from this work were a Joint Strategic Plan for 2014-2019 and the emerging Strategic Delivery programme for the Councils.

8.3 Officers have developed a comprehensive Strategic Delivery programme (comprising a range of sub-programmes themed around important topics from within the Councils' priorities), to deliver the Councils' priorities based on the work undertaken by the Transformation Enquiry Groups.

Programme Governance and Programme Steering Boards

8.4 Outlined at Appendix 1 is the comprehensive programme governance model for the Strategic Delivery programme. This will provide Members with the framework to continue to drive forward the delivery programme as programme and project sponsors and to provide a steer to officers involved in the Delivery Programme, Enabling Activity.

8.5 These arrangements will replace the Transformation Enquiry Group process where Members were involved in leading the policy development and strategic planning phase of the work.

8.6 The proposed Programme Steering Boards will be the mechanism through which Members will at a programme level hold officers to account for delivery of their priorities. The Joint Member Integration Board will act as the Programme Board for the overall Strategic Delivery Programme.

- 8.7 The Programme Steering Boards will consist of Lead Members from Babergh and Mid Suffolk District Council and a range of Councillors broadly politically representative of the makeup of the Council.
- 8.8 The Terms of Reference (Appendix 2) for the Programme Steering Boards provide the flexibility in the mode of operation to ensure that the different elements of the complex and developing programme of work can be managed and monitored. With particular reference to the cross cutting nature of many of the key projects and programmes and the need for joined up working across the Councils, partner organisations and our communities.
- 8.9 These arrangements will be complemented by our Performance Management arrangements including formal reporting arrangements to Strategy and Executive Committees and our workforce development and performance review mechanisms.

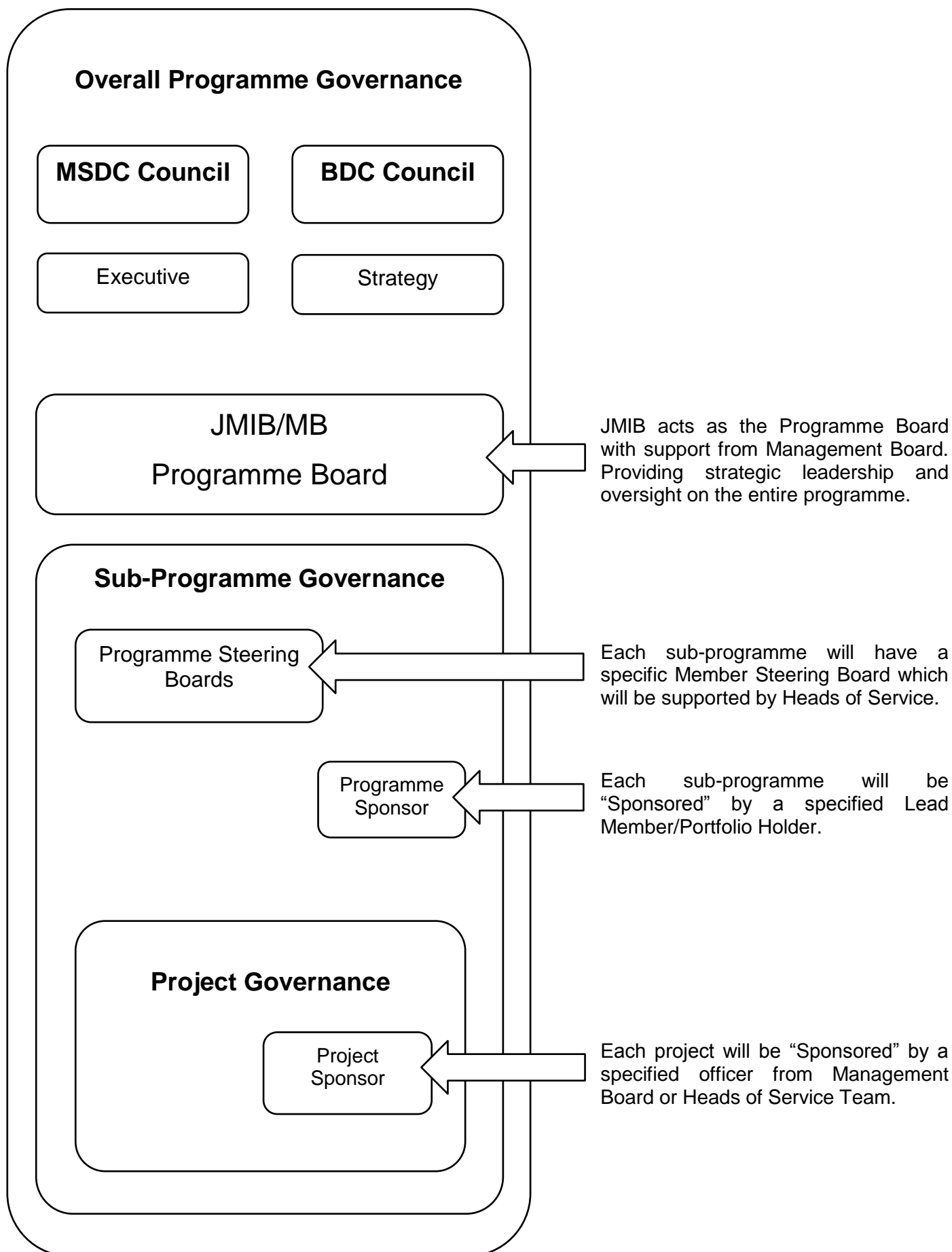
9. Appendices

Title	Location
1 Overall Programme Governance model	Attached
2 Programme Steering Board – Terms of Reference	Attached

Authorship:

Peter Quirk
Head of Corporate Organisation

01473 825829 or 01449 724656
peter.quirk@babergh.gov.uk



Programme Steering Boards - Terms of Reference

Introduction

- 1) Joint Member Integration Board will act as the programme board for the overall Strategic Delivery Programme.
- 2) The Programme Steering Boards will provide the Councils with an interface through which Members will at a programme level hold officers to account for delivery of the councils' priorities. The proposed boards will mirror the key strategic priorities for the Councils and the associated Enabling projects as set out in the Joint Strategic Plan:
 - Economy
 - Environment
 - Housing
 - Communities
 - Enabling
- 3) Due to their size and scale, there will be separate Boards for Economy and Environment areas.

Membership

- 4) The Programme Steering Board membership will be broadly politically representative, and include Lead Members and Portfolio Holders for the relevant strategic priority.
- 5) All members of the Programme Steering Board recognise that, while they may represent a particular political group, their role is to move forward the Councils' strategic delivery programme in a way that benefits the districts a whole.
- 6) Members of the Programme Steering Board will be asked to declare any potential conflicts of interest.

Objectives

- 7) It should be noted that the Programme Steering Boards are not formal committees and they will be free to determine the required frequency and format of formal and informal meetings to meet their business needs.
- 8) The Programme Steering Boards will provide members with the vehicle to oversee the delivery programme at a programme level and hold officers to account for the delivery of the Councils' priorities.
- 9) These arrangements will be complemented by the Councils' performance management arrangements including formal reporting arrangements to Strategy and Executive Committees; and our workforce development and performance review mechanisms.

- 10) The Programme Steering Boards will also provide a mechanism for review of key elements of the individual programmes at key milestones stages. They will also, as required, provide a policy development function in respect of ideas development and consideration and the business case stage in project development.
- 11) The Programme Steering Boards may form sub-groups or theme groups to undertake specific tasks. Membership of such groups can be made up from members not on the particular Steering Board, and other stakeholders.
- 12) Project sponsors will be expected to work collectively through formal and informal consultation approaches, to ensure that effective linkages and dependences between key areas of the programme are identified and actioned.