



BUSINESS TRANSFORMATION GOVERNANCE - 2009

Intelligent Client Function

Date: 13 July 2009

Version: Business Transformation Governance - 2009_v1final.doc

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1 INTRODUCTION

The Business Transformation Governance process is the responsibility of the Corporate Director of Business Change and agreed by the Council's Cabinet.

The process involves:

a) On achieving key milestones in development:

Formal consideration and agreement of proposals by Elected Members at Cabinet, Council multi purpose governance groups supplemented by individual consultation with Elected Members and Senior Officers. The process is supported by consideration of proposals and management of cross cutting issues by Senior Manager Groups purpose designed to manage Business Transformation

b) On an on-going regular basis:

Planned reporting to both Elected Members and Senior Officers.

This document includes an overview of the groups and the documents involved..

An overview of how the approval process is to be followed can be seen at Section 6 within this document. Detail of how to access the groups and members is included at Appendix 1.

An overview of the regular reporting process to be followed can be seen at Section 8 within this document.

2 CORPORATE - 'NON BUSINESS TRANSFORMATION' GOVERNANCE GROUPS

Council corporate governance groups are involved in Business Transformation governance. Access to these 'non transformation specific' groups will be via the normal management arrangements for those groups

2.1 Cabinet

Composition – 10 Elected Members

The group meeting of the Councils executive of Elected Members – all portfolio holders and the Leader of the Council. Cabinet is the Council's Executive Decision making meeting for Transformation

2.2 <u>Executive Management Team (EMT)</u>

Composition - Cabinet Members & Chief Executives Management Team members

The Executive Management Team (EMT) is a forum where the Political and Officer leadership come together to provide the strategic leadership and direction for the authority. EMT is **not a decision making meeting**

Purpose of EMT

- Develop a closer and more collaborative style of working between the executive leadership of the Council: the cabinet members and the senior management team
- Provide Cabinet Members with the opportunity to develop and evaluate strategy and policy options in a confidential setting

- · Review strategic issues facing the City
- Develop and refine priorities for the Council
- Review performance to ensure key corporate priorities are achieved and compliance with Council policies and statutory responsibilities
- Review national and regional policy developments and their implications for Birmingham
- Foster collaborative working and the opportunity for strategic thinking, evaluation and review, creativity and learning.

2.3 Performance Efficiency Productivity Group (PEP)

Composition – Elected Members

Member group comprised of a number of elected members (usually 3). Group focus is on value for money, prudence and risk.

2.4 Overview & Scrutiny Committees

Composition - Elected Members

The role of Overview and Scrutiny is to support and monitor the Executive arrangements. It consists of 12 Overview and Scrutiny Committees, 11 of which are closely aligned to the activities of the Council. This is achieved by regularly checking new decisions being made as well as reviewing existing polices, procedures and practices. This helps to continually bring about service improvements. A further committee deals with health issues and works very closely with the NHS.

Overview and Scrutiny advise which Committee will receive reports from which transformation Programmes.

2.5 Audit Committee

Composition - Elected Members

The purpose of the Audit Committee is to provide independent assurance to the Council on the following responsibilities:

- The effectiveness of the risk management framework and the associated control environment:
- The effectiveness of the Council's financial and non-financial performance to the extent that it might impact upon (i) above; and
- Advising upon and/or reviewing the effectiveness of any other matters referred to the Audit Committee by the Executive, the Overview & Scrutiny and Regulatory Committees.

3 <u>ELECTED MEMBER CONSULTATION</u>

3.1 Cabinet Members

The Business Transformation governance process requires Business Transformation Programmes to consult with Elected Members. Cabinet Members' views will be sought individually through one to one briefing / discussion on all Programmes that impact their portfolio at each of the business case stages.

3.2 Overview & Scrutiny Committees

The Chairperson of the relevant O & S committee will be involved in Elected Member Consultation at each of the business case stages

3.3 Opposition Parties

The nominated representatives of the opposition parties will be involved in Elected Member Consultation at each of the business case stages

3.4 Individual Members

Every Elected Member of the Council has the right to request access to and briefings on any documents connected with Birmingham City Council business

4 BUSINESS TRANSFORMATION GOVERNANCE GROUPS

The purpose designed groups created to manage the Council's Business Transformation Programme. The groups are Senior Officer led, with Elected Member involvement. The detailed Terms of Reference are included below

4.1 Programme Boards

Composition – Senior staff / Elected Members / Trade Unions

- Determine the outcomes to be achieved by the Programme
- Ensure that all outcomes are measurable
- Ensure that all outcomes are "transformational" and in line with corporate objectives.
- Determine and be responsible for the delivery of the Programme
- Commission specific projects to achieve the Programme
- Work with other Programme Boards to ensure the most effective delivery of corporate objectives.
- Provide the Programme Mandate and investment decision (including cost benefit analysis).
- Provide visible leadership and commitment to the Programme.
- Create an environment in which the Programme can thrive.
- Approve the Programme progress against the strategic objectives and through Programme gateways
- Endorse, advise and support the Programme Sponsor
- Ensure and confirm successful delivery and sign off at the closure of projects contained within the Programme.

The Board will do this by:-

- Setting the overall direction for the Programme
- Recommending approval of Programme workstream Business Cases
- Establishing and managing the governance frameworks necessary to achieve Programme goals
- · Identifying and agreeing target cashable and non cashable benefits
- Ensuring that the necessary resources are in place to achieve the Programme
- Managing the release of Programme Budget funds
- Ensuring there is an effective Communications Plan in place

4.2 Business Transformation Advisory Group (BTAG)

Composition - Senior staff

 Consider and comment on all Business Transformation business cases at each stage; prior to approval by Cabinet.

- Receive and comment on peer reviews from the Benefits Realisation Board in relation to business transformation Programme Boards.
- Approve future strategy for ICT and monitor the delivery of the ICT service to ensure that it supports the Business Transformation Programme.
- · Approve all ICT standards and procedures.
- Act as the Corporate Business Development Group (BDG) in relation to non-core Business Transformation ICT projects, providing guidance and direction to Directorate BDG as required.

4.3 Benefits Realisation Board (BRB)

Composition - Senior staff

- Consider and comment on all Business Transformation business cases at each stage prior to approval by Cabinet.
- To report the findings to the relevant Programme sponsor, senior responsible officer, Programme Board, Business Transformation Advisory Group and Cabinet as appropriate.
- To carry out peer reviews at the request of and to report back to the Business Transformation Advisory Group
- At the pre-Cabinet approval stage to act as a critical friend to challenge the costs and benefits case for the transformation Programme, in particular to:
 - Have a high level overview of the benefits associated with a Programme and to understand the business case in arriving at the benefits.
 - To challenge (where appropriate) the draft benefit cards for the Programme and determine (so far as is possible) whether the scope for benefits is reasonable and realisable.
 - To make suggestions (where appropriate) on other areas of benefit or changes in emphasis in the benefits case for the consideration of the appropriate Programme Board.
 - To have a high level overview of the costs associated with a Programme and to make challenges to establish (so far as possible) the reasonableness of the costs in all areas
 - To receive presentations / briefings from relevant BCC and Service Birmingham employees to make reasonable judgements on the above.
 - Having been engaged in the cost and benefits case, to assist in being advocates
 for the relevant Programme based on the knowledge gained and assist in
 ensuring appropriate input is given to maximise the benefit of the Programme in
 question.
- At post common design / implementation stage
 - High level review of progress against delivery plans
 - Identify key issues for resolution and agree timescale / process / accountabilities
 - Communications and stakeholder engagement including messages and mediums

4.4 Business Transformation Steering Group (BTSG)

Composition – Deputy Leader / Chief Executives Management Team / Senior Service Birmingham staff

A Corporate Management Team group responsible for strategic oversight and coordination of the overall Business Transformation Programme including:

- · Developing policy and strategies around transformation
- Resolving multi-Directorate issues
- Development of the one transformation concept

- Ensuring that the Business Transformation Programme contributes to the improvement of the City Council's CAA–related processes and the published scores.
- Advising on issues relating to Business Transformation budgets.
- Endorsing and reviewing Journey Management activities and reports, including:
 - Cross-Programme interdependencies
 - Directorate / Programme impacts
 - Milestones
 - Risk management.
 - Business Transformation Plan
- Considering monthly benefit tracking reports prior to review by Executive Management Team

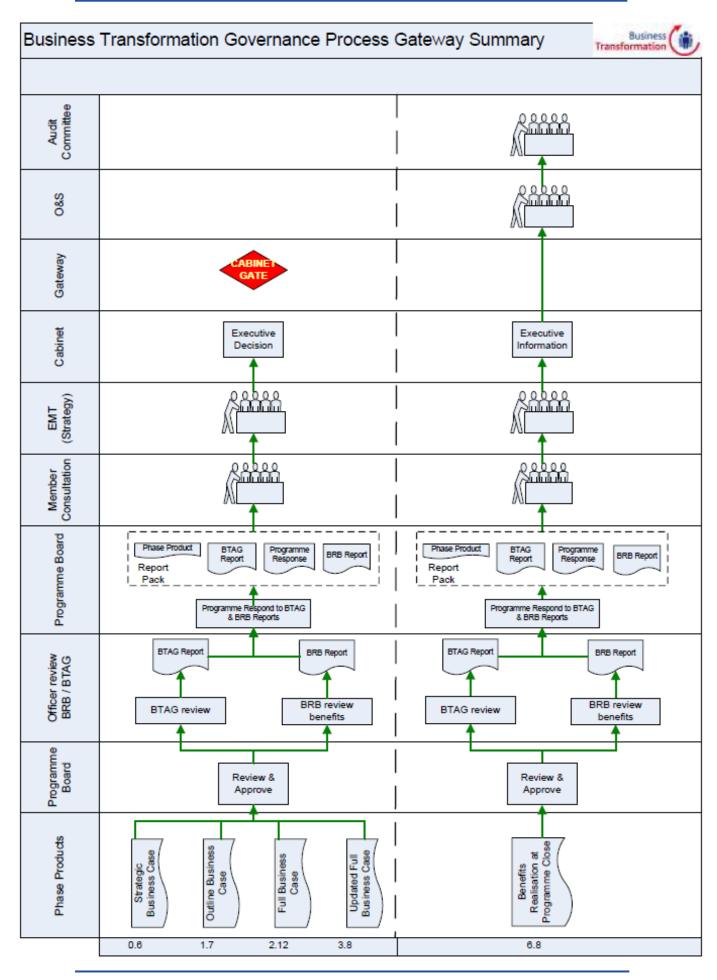
5 APPROVAL DOCUMENTS

There are many documents required by Business Transformation. Those requiring approval by the Business Transformation Governance process, in order of progression, are:

Document	Authorisation required	CHAMPS2 Stage
Strategic Business Case	Executive Decision - Cabinet	0.6
Outline Business Case	Executive Decision - Cabinet	1.7
Logical Design	Programme Board	2.5
Solution Selection	Programme Board	2.6
Full Business Case	Executive Decision - Cabinet	2.12
Updated Full Business Case	Executive Decision - Cabinet	3.8
Functional Specifications	Programme Board	3.10
Service Creation	Programme Board	4.12
Business Solution Acceptance	Programme Board	5.9
Business Solution Implementation	Programme Board	5.12
Benefits Realisation Report at	Information Report – Cabinet O&S and Audit	6.8
Programme closure	Committee	
Post Programme		
Improvement Identification	Put forward for inclusion in Directorate Business Plans	7.5

6 APPROVAL PROCESS

The following diagram brings together the documents and the approval process.



7 REGULAR REPORTING

Regular reporting is an agreed part of the Business Transformation Governance process.

7.1 To Elected members

The formal arrangements approved by Cabinet included the requirement for Programmes to regularly report progress to Elected Members.

Annual Progress Report

Each Programme will be required to contribute to an annual report to Cabinet, coordinated by the Corporate Director of Business Change. This report will go to Cabinet each December.

Quarterly Progress Reports – Individual Programmes

Each Programme will be required to provide a quarterly update report to the relevant Overview & Scrutiny Committee. The committee, timetable and required content of the report are defined by the Scrutiny Office.

Each Programme is responsible for their submission direct to Scrutiny. Reports should be agreed by the Senior Responsible Owner before being submitted.

Quarterly Progress Reports - Corporate Transformation Programme

A quarterly report is prepared by the Corporate Director of Business Change for the Coordinating Overview & Scrutiny Committee detailing progress against Service Improvements, cashable and non cashable benefits.

7.2 <u>To Executive Management Team</u>

A monthly report is prepared by the Corporate Director of Business Change detailing progress against Service Improvements, cashable and non cashable benefits across the whole Business Transformation Programme. Programme benefits will be reported in this method as they are being realised both before and on an ongoing basis after Programme closure.

7.3 To Business Transformation Governance Groups

The Senior Responsible Owner from each of the Programmes will be required to attend the Business Transformation Steering Group and deliver a Programme update and dependencies update. The timetable is set by the group.

Journey Management and BT Finance will be required to attend the Business Transformation Steering Group and deliver updates on:

- Benefits
- Dependencies
- Financials
- Impacts
- Milestones
- Risks
- The BT Plan.

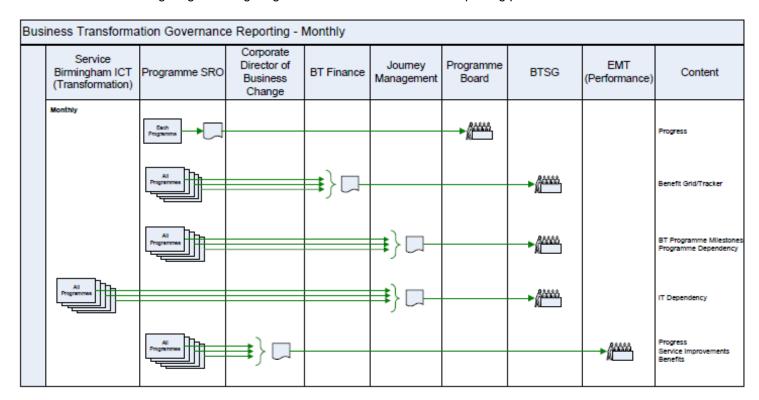
There is no formal requirement for routine reporting to either the Business Transformation Advisory Group or the Benefits Realisation Board.

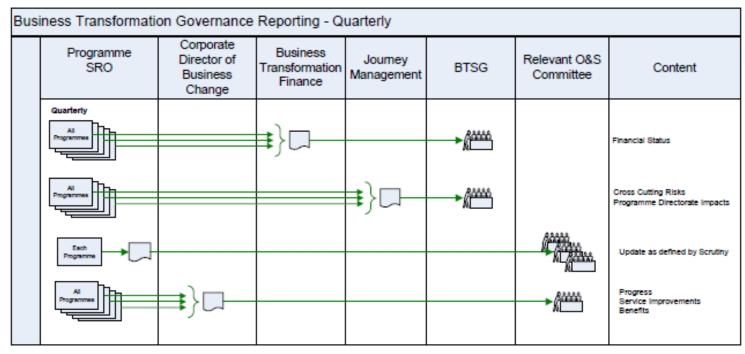
7.4 <u>To Programme Boards</u>

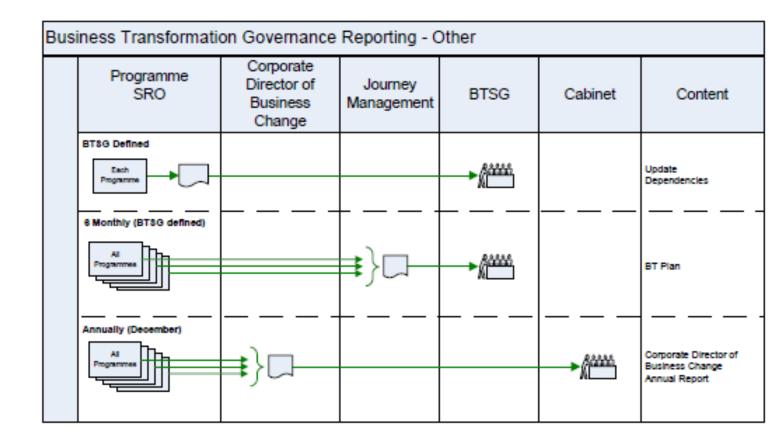
Each Programme Board is required to make its own provision and timetable for regular reporting from the Programme team.

8 REPORTING PROCESS

The following diagram brings together the documents and the reporting process:







APPENDIX 1 - STAKEHOLDER & GROUP CONSULTATION ACCESS

All Documents requiring executive approval

Person/body	Type of	Meeting Frequency	Documentation Required	Accessed by	Timescales to be allowed
	Engagement	(groups)		arrangements	from request
Programme Board	Decision meeting	Monthly	Document & briefing paper	Programme Specific	Programme Specific
Corporate Director of Business Change(Glyn Evans)	Briefing & discussion	When required	Document & briefing paper	Diary Entry via PA	None specified
BTAG	Briefing & discussion	Monthly	Document & briefing paper	Mail ICF Coordination	At least 10 working days before the meeting
BRB	Briefing & discussion	2 weekly Monday pm 15:00 – 17:00	Document & briefing paper	Mail to Janet S Hall	At least 4 working days before the meeting
PEP	Briefing & discussion	When required	Document & briefing paper	Conservative Group Office	At least 10 working days before the meeting – must submit document at time of request
Portfolio Holder for HR	Briefing & discussion	Member Specific – request from support office	Document & briefing paper	Cabinet Support Officer	At least 10 working days before the meeting
Portfolio Holder for business area	Briefing & discussion	Member Specific – request from support office	Document & briefing paper	Cabinet Support Officer	At least 10 working days before the meeting
Portfolio Holder for BT (Deputy Leader)	Briefing & discussion	Member Specific – request from support office	Document & briefing paper	Cabinet Support Officer	At least 10 working days before the meeting
Opposition Portfolio Holder for BT	Briefing & discussion	Member Specific – request from support office	Document & briefing paper	Labour Group Office	At least 10 working days before the meeting
Leader of the Opposition	Offer of briefing	Member Specific – request from support office	As requested	Labour Group Office	At least 10 working days before the meeting
Cllr Len Clark	Provide document	Not applicable	Document & any briefing paper	Mail to Cllr Clark personally	None specified
Trade Unions	Briefing &	When required	Document & briefing paper	Programme Specific	Programme Specific

	discussion				
O&S Committee Chair	Briefing & discussion	When required	Executive summary/key issues	Diary Entry via PA	At least 10 working days before the meeting
Executive Management Team (Strategy Meeting)	Briefing & discussion	On average 1 out of 3 Mondays	Document & issues briefing paper	Email to Judith Timmis and Noel Walker requesting slot on agenda.	 As much notice as possible as agendas are very heavy and items will be prioritised. Email must state which Cabinet meeting the paper is scheduled for Papers to be submitted at least 6 working days before the meeting
CABINET Legal Services – AD Public Law Normal management arrangements for review of Cabinet Reports for the BT portfolio	Discussion meeting	N/A	Document; draft Cabinet Report (earlier draft of document would be useful) – to be circulated in advance of discussion meeting	Diary Entry via PA	(must take place at least 2 weeks before the deadline for the Cabinet report submission)
Cabinet Entry onto forward plan Normal management arrangements for review of Cabinet Reports for the BT portfolio	N/A	Updated monthly	Executive Decision form	Submitted to person responsible for Cabinet arrangements in that directorate	Must appear in forward plan month before the meeting at the latest
Cabinet	Decision meeting	1 out of 3 Mondays	Cabinet Report (public and private if applicable); Document as appendix	Entry in forward plan and submission by Directorate specific arrangements	Final version of the report to be signed by the Cabinet member 2 weeks before the meeting

All Documents not requiring Executive approval

Person/body	Type of	Meeting Frequency	Documentation Required	Accessed by	Timescales to be allowed
	Engagement	(groups)		arrangements	

Programme Board	Decision	Monthly	Document & briefing paper	Programme Specific	Programme Specific
	meeting				

Reporting arrangements

Person/body	Type of Engagement	Meeting Frequency (groups)	Documentation Required	Accessed by arrangements	Timescales to be allowed
Programme Board	Decision meeting / Information	Monthly	Monthly Progress Report	Programme Specific	Programme Specific
BTSG	Information	Weekly	Ad hoc Progress Report	Mail to ICF Coordination	At least 5 days before the meeting
Overview & Scrutiny	Information	Monthly	Quarterly Progress Report	Mail to Committee Manager	Committee Specific – see timetable
Audit Committee	Information	Bi Monthly	Closure report	Mail to Committee Manager	Committee Specific – see timetable