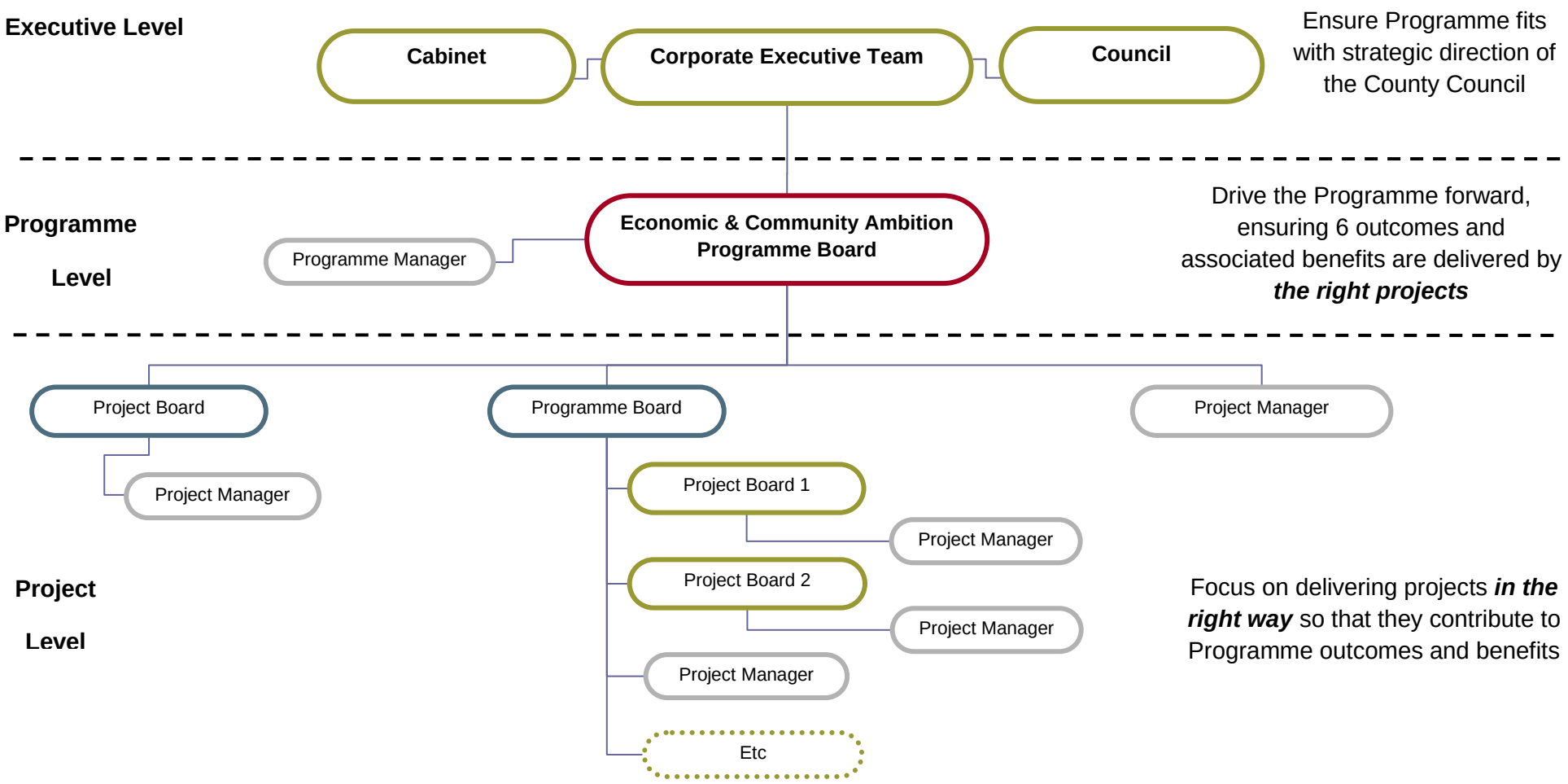
GOVERNANCE PRINCIPLES AND MANAGEMENT

Roles and Responsibilities



Purpose of the Programme Board

The Economic and Community Ambition Programme Board is tasked with driving this programme forward, delivering the outcomes and benefits we expect to achieve for businesses and residents in Denbighshire. At the highest level the programme board is responsible for:

- Clearly and consistently communicating the programme vision, particularly the desired outcomes
- A focus on managing the benefits and the internal and external threats to their achievement
- Co-ordination of a number of projects and their interdependencies in pursuit of the vision
- Leadership, influence, management and directing the transition from 'old' to 'new', including handling cultural change required within the council

Role of the Programme Board

The board must concentrate on effectively delivering strategic change. It must achieve this through:

- Ensuring money is not wasted on projects that do not deliver benefits
- Ensuring that scarce resources are prioritised to deliver maximum benefit
- Continuously improving communication with stakeholders
- Commitment to securing adequate resources to deliver the programme
- Providing better focus on the real drivers of change
- Delivering tangible results
- Involving service users and providers early on and throughout the programme

In undertaking this role the Programme Board will need to:

  - Discuss the strengths, weaknesses and challenges facing Denbighshire and identify and share best practice
  - Discuss the application of alternative ways of providing services
  - Identify, scope and justify candidate projects
  - Analyse the quick wins, longer term wins and decide which projects to approve
  - Select those projects and programmes which will generate significant benefits for businesses and residents
  - Justify, plan, commence and implement projects to an agreed set of targeted outcomes and benefits
  - Co-ordinate the delivery of the agreed set of projects
  - Involve stakeholders and ensure that projects respond to emergent evidence and other changes in the political and operational context
  - Review and maintain the quality and ambition of projects
  - Follow through to implement projects and realise projected benefits

What the Programme Board will not do:

- Micro manage projects
- Take a democratic approach to decision making
- Direct project managers outside of the agreed process
- Bring 'favourite' projects to the table
- Undermine decisions made at the Board

Programme Senior Responsible Owner responsibilities:

- Ensure the Programme stays focused on achieving the vision
- Ensure communication of the Programme vision and outcomes
- Ensure that the Programme remains aligned with Corporate Plan outcomes
- Ensure that the benefits envisaged by the Programme are realised (for example by ensuring that resources are contributed by service areas)
- Report progress to the Corporate Executive Team
- Provide a link with service areas to direct and manage projects, risks, issues, decisions
- Chair and provide strategic management support to the Board
- Provide day-to-day executive management of the Programme
- Provide support to the Programme Manager to manage risks and resolve issues

Programme Manager responsibilities:

- Plan the programme (including assessing and approving component project plans)
- Provide management and monitoring of overall progress
- Be responsible for organising quality assurance and overall integrity of the programme
- Manage the dependencies and interfaces between projects
- Manage the risks to the programme's successful outcomes
- Initiate extra actions where gaps in the programme are identified
- Coordinate the compilation of outcome reports and relevant papers
- Support outcome owners, middle managers and project managers where appropriate
- Establish, convene and manage meetings, events and activities associated with the programme

Staff acting in the Business Change Management role will be responsible for:

- Identifying projects that contribute to achieving programme outcomes and benefits
- Working with the programme manager to ensure that the scope of each project covers the necessary aspects required to deliver the products or services that will lead to benefits
- Assisting the programme manager in identifying, defining and tracking progress towards programme outcomes and benefits
- Ensuring that programme outcomes and benefits are met by exploiting the capability brought about by projects within the programme
- Leading activities associated with benefits realisation and ensuring continued accrual of benefits can be achieved and measured after the programme has been completed
- Ensuring that business as usual is maintained during the transition and that changes are effectively integrated into the business
- Preparing the affected business areas for the transition to new ways of working
- Optimising the timing of the release of project deliverables into the business operations
- Attending Programme / Project Board meetings where required

Project Manager responsibilities:

- Assume responsibility for the day-to-day management of their project
- Design projects with programme outcomes and benefits in mind
- Ensure that their project completes on time and to budget
- Ensure that projects adhere to the Corporate Project Management Methodology
- Ensure Verto is kept up to date with relevant project information
- Attend Board meetings as required

Board relationship with CET/SLT

Programme level authority to deliver strategic change and to take decisions about developing the local economy derives from Cabinet handed down by Corporate Executive Team. The Programme SRO (Corporate Director, Economic and Community Ambition) is empowered to make judgements as to which decisions can be made at the Board and relayed directly to relevant Service Areas, and which decisions need to be referred back to CET and/or Cabinet. The latter are most likely to be decisions that will impact upon the wider organisation, those which may attract significant negative publicity or where the Programme Board view differs significantly from that of a Service Area.

Board relationship with DCC Service Areas

Communication between the Board and DCC Service Areas is two way:

- The Board may report to relevant Heads of Service the outcome of decisions on strategic issues where they relate to or impact on service delivery. The Programme Lead may also give specific direction or instruction to Heads of Service as a result of decisions made at the Board.

- Heads of Service will refer relevant project briefs / business cases to the Board to ensure that they are considered within the broader context of the Board's remit and to secure Board approval before setting up a project. From time to time Heads of Service will also be asked to report on progress with service plans and business as usual activities where these have influence on the programme outcomes.

Board relationship with Scrutiny Committees

The Board may be asked to present its programme to Scrutiny Committees, who will play a key role in providing assurance to the Council that the programme and its Board are delivering in line with the Corporate Plan.