

LONDON BOROUGH OF CROYDON

REPORT:	Audit & Governance Committee	
DATE OF DECISION	18th July 2024	
REPORT TITLE:	Governance of Transformation	
CORPORATE DIRECTOR / DIRECTOR:	Marie Snelling, Interim Assistant Chief Executive	
LEAD OFFICER:	Sharon Godman, Director of Transformation Email: sharon.godman@croydon.gov.uk	
LEAD MEMBER:	Cllr Jason Cummings, Cabinet Member for Finance	
CONTAINS EXEMPT INFORMATION?	NO	Public
WARDS AFFECTED:	N/A	

1 SUMMARY OF REPORT

This report provides an overview of the governance arrangements established to deliver the council's transformation and improvement. It follows the publication in March 2024 of the council's Future Croydon transformation plan with 10 new programmes and a revised corporate improvement plan of 35 programmes and projects.

The Mayor's Business Plan commits the council to becoming financially sustainable by delivering a wholesale transformation of our way of working, so that we balance the budget and change how services are run. Critically, the delivery of the transformation plan, Future Croydon, is integral to the Improvement and Assurance Panel (IAP) exit strategy.

- 1.1 The transformation plan, Future Croydon 2024 – 2029 sets our priorities which are seen through three lenses of our residents, our council, and our place. It marks a shift, that recognises the past but sets a clear intention focussed on the future. The transformation plan is underpinned by our revised corporate improvement plan 2022 – 2027 which was also agreed at Cabinet in March 24.

2 RECOMMENDATIONS

For the reasons set out in this report Audit & Governance Committee is recommended to:

- 2.1 Note the updated governance arrangements to delivery of the programmes and projects found in the corporate improvement plan 2022 - 2027 and transformation plan, Future Croydon 2024 – 2029.

3 REASONS FOR RECOMMENDATIONS

- 3.1 At the Cabinet Meeting on 27th March 2024, the Executive Mayor in Cabinet approved a new transformation plan, Future Croydon which currently comprises of 10 programmes. At the same meeting and appended to that Cabinet report was a revised corporate improvement plan with 35 programmes and projects, being delivered across six directorates, and at a different stage of development and implementation. There are interdependencies between some programmes and projects within, and between, the corporate improvement plan and the transformation plan such as Oracle.
- 3.2 The council is committed to improvement and transformation at pace to maximise the benefits of providing more cost effective and efficient services thereby delivering a financially sustainable council in the future years. Governance arrangements will be reviewed every six months and recommendations will be made to Corporate Management Team responsible for Transformation and/or Improvement to ensure there is an appropriate level of strategic oversight to deliver the council's approved plans.
- 3.3 This report is provided as an update for Audit and Governance Committee.

4 BACKGROUND AND DETAILS

- 4.1 The aims of our transformation plan are to become the most efficient and modern council in London, prepared for the future, to put residents first, and to be a cleaner, safer, and healthier borough. The council continues to improve key services and ongoing activity is set out in our corporate improvement plan 2022 - 27 which is important to our future transformation. Taken together, the council has a combination of complex programmes and projects that support the organisation to improve and transform. Effective governance is crucial for ensuring the navigation of interdependencies to achieve our strategic aims especially securing benefits and outcomes for our residents.
- 4.2 The council's governance arrangements for transformation and improvement needs to be flexible in a way that recognises the complexity that comes with a period of notable change. Crucially, it will need to capture key factors that influence progress including engagement, resource allocation, risk management, as well as the timely delivery of outcomes.
- 4.3 Following the publication of the updated corporate improvement plan and the new transformation plan, Future Croydon, we have updated our existing arrangements, however these will be kept under review and adapted to accommodate the development of a new target operating model, workforce, technological and data requirements as they emerge. The current arrangements are designed to provide clear accountability,

decision-making authority, and oversight of the delivery the council's improvement and transformation programmes and projects.

The strategic level of governance within the council is illustrated below.



4.4 Coordination and support

There is corporate oversight and coordination of the transformation and improvement plans providing Corporate Management Team (CMT) and the Mayor with the assurance needed to demonstrate delivery. In addition, each directorate has programme and project management capacity and capability to coordinate improvement and transformation at pace. It is anticipated that this approach of support and coordination will be kept under review and adapted as appropriate to ensure the council delivers the corporate improvement plan, and critically, the transformation plan, Future Croydon.

4.5 The council is currently reviewing and updating its programme and project management delivery framework, standards, guidance, support, and tools such as our management system (Verto) to ensure we have a single view and alignment with the medium-term financial strategy.

4.6 Corporate risks recorded in JCAD the council's risk management system, are updated, and reviewed quarterly. The current risks are being reviewed to reflect the recent publication of the council's transformation plan.

4.7 From June the Director of Transformation will meet regularly with heads of service and/or strategic leads (portfolio managers) to drive coordination and coherence of transformation and improvement work across the council.

4.8 The council is also currently reviewing and updating its digital, data and technology governance to ensure there is a corporate approach to design, procurement and implementation of digital solutions are appropriately managed.

5 The council's arrangements

5.1 The Mayor is accountable for transformation and improvement and meets monthly at the Mayor's Advisory Board to receive reports on progress and delivery. Outlined below is more detail of the council's governance arrangements for transformation and improvement.

5.2 Corporate Management Team - (Transformation and/or Improvement)

- Meets monthly, chaired by Chief Executive, membership includes Corporate Management Team (CMT) and relevant transformation leads.
- Acts as the design authority responsible for providing strategic direction, oversight, and decision-making for delivery of the Future Croydon transformation plan.
- Responsible for the allocation of funding for agreed business cases to deliver the corporate Improvement and Transformation plans.
- Responsible for reviewing strategic issues, risks, finance, engagement, and communication.
- Accountable for overall benefits realisation of programmes.
- Quarterly reviews corporate and strategic risk at programme level, recommending escalations to JCAD the council's risk management system.
- Responsible for establishing programme boards as required to deliver key aspects of the transformation plan.
- Reports on progress and delivery at the Mayor's Advisory Board and the Improvement and Assurance Panel.
- Oversees the production of a six-monthly progress report to Cabinet, updates to scrutiny & overview, audit, and governance, as well as other council committees as required.

5.3 Directorate Management Teams and/or meeting as Improvement and Transformation Boards

- Meets regularly, at least monthly, chaired by senior officer usually the corporate director and/director acting as a sponsor or senior responsible officer.
- Responsible for providing operational direction, oversight, and decision-making at a directorate level making recommendations to CMT (Improvement or Transformation).
- Approve programme and project design including signing-off the business.
- Responsible for benefits realisation of each project and programme.
- Responsible for monitoring delivery of projects and programmes as set out in the business case.
- Allocates and monitors approved resources, challenges progress and quality.
- Identifies, manages, and regularly reviews operational project and programme risks.

- Reviews progress reports and approves updates to CMT (Improvement or Transformation).
- Monthly and quarterly updates and review of programme or project status, achievements and areas of improvement, milestones, risks, and issues.
- Escalates corporate or strategic risk to CMT (Improvement or Transformation).

5.4 Directorate portfolio, programme, and project boards

- Chaired by senior responsible officer.
- Portfolio, programme, and project lead officers act as the primary point of contact for stakeholders and ensure objectives remain aligned to the Mayor's Business Plan, Improvement and Assurance Panel exit strategy.
- Responsible for delivery of value, benefits, and outcomes, (not process).
- Responsible for the coordination of programme and project boards and groups as required.
- Responsible for ensuring the council's programme and project governance is embedded and the management system (VERTO) is updated.
- Responsible for working closely with others to realise programme and project outcomes and agreed benefits according to schedule, budget and quality.
- Responsible for establishing regular engagement and communication to keep stakeholders updated on progress and achievements.
- Monitors and escalates programme and project risks.

5.5 Council Committees

The Scrutiny and Overview Committees include key programmes and projects from the corporate improvement and transformation plans. In addition, a progress report for each plan is published every six months for Cabinet and reviewed by the Scrutiny and Overview committee.

- 5.5.1 The Audit and Governance committee will receive an annual report providing an overview and update on transformation and improvement governance arrangements.

6. CONTRIBUTION TO EXECUTIVE MAYOR'S BUSINESS PLAN

- 6.1 The council balances its books, listens to residents, and delivers good sustainable services, it:
- ensures good governance is embedded and adopt best practice.
 - gets a grip on the finances and make the Council financially sustainable.

7. FINANCIAL IMPLICATIONS

- 7.1 A financial report is provided monthly to CMT, the Executive Mayor and Mayoral Advisory Board to demonstrate good financial governance and transparency. CMT agree any required project budget allocation decisions from the corporate transformation budget and oversee the use of the budget. Actual approval for the individual sums is made by the Corporate Director of Resources (S151 Officer) and the Assistant Chief Executive in accordance section 2.1 of the Council's Financial Regulations.
- 7.2 The financial position of the transformation budget is reported in the monthly Financial Performance Report to Cabinet.
- 7.3 **Comments approved by Lesley Shields on behalf of the Director of Finance. (5th June 2024)**

8. EQUALITIES IMPLICATIONS

- 8.1 All directorates are responsible for ensuring equality analysis and the implications arising from specific projects and programmes are incorporated into options and recommendations for decision-making.
- 8.2 **Comments approved by Ken Orlukwu, Senior Equalities Officer, on behalf of Helen Reeves, Head of Strategy & Policy. (5th June 2024)**

9. HR IMPLICATIONS

- 9.1 Any transformation proposals and decision-making that has workforce implications is expected to observe the council's statutory and contractual obligations detailed in our Equality and HR policy and procedures framework.
- 9.2 **Comments approved by Dean Shoesmith, the Chief People Officer 31st May 2024.**

10. LEGAL IMPLICATIONS

- 10.1 There are no direct legal implications arising from the recommendations in this report.
- 10.2 **Comments approved by Sandra Herbert Head of Litigation and Corporate Law, on behalf of the Director of Legal Services and Monitoring Officer 5th June 2024.**