

Tuesday, 5 December 2017

Change Management Reform

Item number	7.3
Report number	
Executive/routine	
Wards	All

Executive summary

This report outlines proposals to implement a portfolio and a coordinated change management approach to the planning and delivery of change.

Recommendations

It is recommended that Committee:

- 1.1 note the current governance arrangements for major projects;
- 1.2 endorse the proposed enhancements to current governance arrangements, standards and processes in line with good project and programme delivery practice;
- 1.3 endorse the approach to change management and implementation of a portfolio management approach to support delivery of outcomes required to deliver the business plan;
- 1.4 note this report will be referred to Governance, Risk and Best Value Committee on 16 January 2018.

Background

- 2.1 The Corporate Programme Office (CPO) was created by the Policy and Strategy Committee on 7 Aug 2012 and tasked with oversight of major programmes or projects (those with an investment value exceeding £5M) and other large projects that were either corporate in nature or particularly sensitive to the Council's reputation.
- 2.2 CPO had responsibility for ensuring governance arrangements were in place to support project and programme delivery across the organisation. This responsibility varied from providing advice and guidance to projects, to directly leading project and programme delivery. CPO also performed a scrutiny, assurance and reporting role, providing the Corporate Leadership Team (CLT) and Elected Members with transparency on delivery progress.
- 2.3 In April 2016, a new Transformation Team within Strategy and Insight absorbed the functions of CPO within its broader remit of supporting significant business change and process improvement across the organisation, as required to deliver the Council business plan.
- 2.4 The service now seeks to build on the work of the CPO through the introduction of a robust change and portfolio management approach. This approach will ensure consistency in the management of change, through the implementation of pre-project activities, enhanced governance and standards, and will provide process transparency and minimise the risk of delivery failure.

- 2.5 Oversight of the delivery of Major Capital Projects will continue through this approach. However, status reporting will be expanded to include delivery of other significant change initiatives, thereby providing the Change Board and Committee with a holistic view of change required to deliver the outcomes supporting achievement of the council business plan.
- 2.6 Key to embedding this approach is a proposed Delivery Unit within Strategy and Insight. This unit will:
- support and promote the use of best practice project and programme delivery standards across all organisational change delivery
 - provide independent delivery assurance
 - provide a scrutiny and challenge function to significant change initiatives
 - provide dashboard reporting on the change delivery process to the Change Board (monthly) and the Governance Risk and Best Value Committee (six-monthly).

Main report

Management of Change

3.1 Progress has been made in recent years to mature the organisation's approach to delivering change, but there is further scope for improvement. At present, projects are initiated in different and sometimes inconsistent ways. Major projects are reported on through different routes and using inconsistent management and reporting tools. Current arrangements will be strengthened to ensure efficient and coherent delivery of change in a broader context. This revised approach is encapsulated in six elements described below.

A single process for change initiation

3.2 The initiation of major projects and more routine change requests come through a number of different processes and routes. This risks both the robustness of individual business cases and the ability to assess and prioritise work volume.

3.3 To address this, the ICT, Strategy and Insight and Procurement teams, are working to put in place a single digital approach to requesting change that can be embedded across all service areas. This process ensures work can be prioritised effectively, resources are focused on priorities, and projects are following best practice methods – while keeping bureaucracy to a minimum.

Consistent gateway process applied throughout the change process

3.4 Appendix 1 sets out the proposed change management process, showing the stages that significant change initiatives will progress through prior to entering into the delivery (portfolio) stage. Each stage must show clear deliverables. Effective application of these stages will support successful delivery by ensuring due process has been applied and there is a business justification for the investment.

- 3.5 No changes are proposed to the current arrangement in place around Elected Member involvement in the engagement, scrutiny and challenge of change delivery.

Greater alignment with strategic objectives through a portfolio approach

- 3.6 Adopting a portfolio management approach to the delivery of change will support the organisation in achieving its challenging ambitions within a tighter fiscal environment. Correct implementation will deliver greater value for money by providing a framework and discipline that effectively allocates available resource to those initiatives that best support delivery of the organisation's strategic priorities. Other benefits of such an approach include:
- supporting change board members to make decisions on whether initiatives within the portfolio are collectively sufficient to achieve the desired aims of the organisation;
 - supporting change board members to ensure a balanced portfolio is agreed in terms of risk, timing and overall contribution to strategic objectives;
 - providing a better view of what change initiatives are planned and underway, what their costs and benefits are, and how they are progressing;
 - ensuring more of the right change initiatives are undertaken and initiatives that are performing poorly or do not strategically align are removed at an earlier stage;
 - improving management of dependencies between initiatives for the overall benefit of the organisation, even if it means rescheduling some of them;
 - improving management of the organisation's constraints, including skills, resources and the overall capacity for change;
 - increasing focus on benefits realisation and lessons learned, via active management that ensures the business actually changes and exploits the capabilities delivered to it.
- 3.7 The change portfolio is a well-understood, professional approach to project and programme management. Alongside the broader performance framework, delivery of the portfolio approach is key to ensuring the Council is effectively supporting the delivery of the Council Business Plan. Appendix 2 provides the current projects included in the portfolio, and the project life cycle stage for each project.
- 3.8 As set out above, this approach will also include an element of prioritisation to ensure emerging projects and programmes meet the strategic objectives of the Council. In a time of significant challenges as well as resource constraints, it is important to maintain a consistent and rigorous approach to focusing resources on the delivery of our priorities. Early stage prioritisation will be carried out using a set of consistent criteria and scoring framework which is set out at Annex 4.

- 3.9 A monthly dashboard that sets out progress of the portfolio will be produced and reported to the Change Board (CLT) and the Council Leader and Deputy Leader. A 'Governance of Significant Change' report will be presented on a six monthly basis to Governance, Risk and Best Value Committee and referred to Corporate Policy and Strategy Committee. The report will build on the legacy 'Governance of Major Projects' report and be expanded to incorporate other significant change initiatives. It will also include an enhanced project/programme status dashboard. Reporting to the Finance and Resources Committee will cease.

Stronger governance and assurance through the proposed delivery unit and change board

- 3.10 As detailed in section 2.6, support and oversight of this revised approach will be led by a proposed new Delivery Unit within Strategy and Insight. This is currently under consultation as part of the Strategy and Insight Organisational Review. The Delivery Unit would support the embedding of the end-to-end change process and will work closely with service teams and senior management in planning and delivering significant change.
- 3.11 The proposed Delivery Unit will act as mentor and coach to service teams, embedding good project and programme delivery practices. In this role, they will also challenge and scrutinise delivery practices, escalate issues and risks where appropriate, and ensure sufficient visibility on change progress is provided to CLT and Elected Members.
- 3.12 The proposed Delivery Unit will operate within a border framework including a Change Board chaired by the Chief Executive, and a Working Group reporting through committee as appropriate. This clear governance approach will ensure cross-council decision-making on the investment and prioritisation of change initiatives. Appendix 5 details the proposed change governance structure and Appendix 7 sets out in more detail the role of the proposed Delivery Unit.

Closure and lessons learned

- 3.13 To support successful change there is a need to learn lessons from both live and closing projects and to apply these to future change planning and delivery. SROs and Project Managers remain responsible for ensuring this activity is undertaken at the closure of their own projects. The proposed Delivery Unit will identify trends and ensure good practice is applied in future, and will work with projects to ensure identified areas of weakness have appropriate resolutions implemented.
- 3.14 Implementing and embedding this approach will require buy-in and commitment from across the organisation, particularly at senior management level. The proposed Delivery Unit will support necessary communication and change of practices required to achieve this.

Delivery Focussed

- 3.15 To achieve delivery of the Council's ambitious change programme, there needs to be focus on prioritising delivery and resourcing. As part of the Strategy and

Insight Organisational Review it is proposed more emphasis is placed on supporting delivery of significant change.

- 3.16 However, to achieve delivery of business plan ambitions, the Council will at times require to supplement and flex how change is delivered with temporary resource across a range of skill sets, e.g. transformational change, construction, engineering etc.
- 3.17 Estimated resource requirements including rough order of magnitude costs will be identified at the Business Case stage and delivery supported by proposed change delivery teams, external resource (where in house capacity or capability is not available), or a combination of the above.

Assurance Reviews

- 3.18 Internal Audit will provide assurance over the risks associated with the portfolio and individual projects as part of the annual Internal Audit plan. A risk-based approach will be applied when deciding which project-related audits will be included in the plan.
- 3.19 The output of Assurance Reviews and outstanding actions will be presented as part of the standing items on each Change Board, thereby providing a fuller picture on delivery assurance and, where necessary, prompt remedial actions.

Measures of success

- 4.1 Success will be based on how well the change process supports delivery of those initiatives required to achieve the organisations strategic objectives and coalition commitments. Ensuing that more of the right change initiatives are undertaken and any that do not align to strategic objectives are removed at an earlier stage. More granular measures of success include:
- adoption and embedding the change process across the organisation
 - transparent and consistent reporting across all the portfolio
 - monitoring of identified and approved benefits that ensures ongoing validity of the initiatives and ultimate delivery.

Financial impact

- 5.1 The financial impacts of significant change will also be reported through the revenue and capital monitoring process.
- 5.2 The cost of set up and resourcing of the Delivery Unit is to be subsumed within the existing and future Strategy and Insight service budget.

Risk, policy, compliance and governance impact

- 6.1 Implementation of the proposals will ensure greater transparency in decision making, management of risk, prompt remedial action and provide assurance around the delivery of change.

Equalities impact

- 7.1 Equalities impact assessments are carried out within individual initiatives and addressed in separate reports to Council or committee.

Sustainability impact

- 8.1 Each initiative within the portfolio is responsible for undertaking its own sustainability impact assessment.

Consultation and engagement

- 9.1 Consultation and engagement is carried out within individual initiatives and is addressed in separate reports to Council or committee.

Background reading / external references

Andrew Kerr

Chief Executive

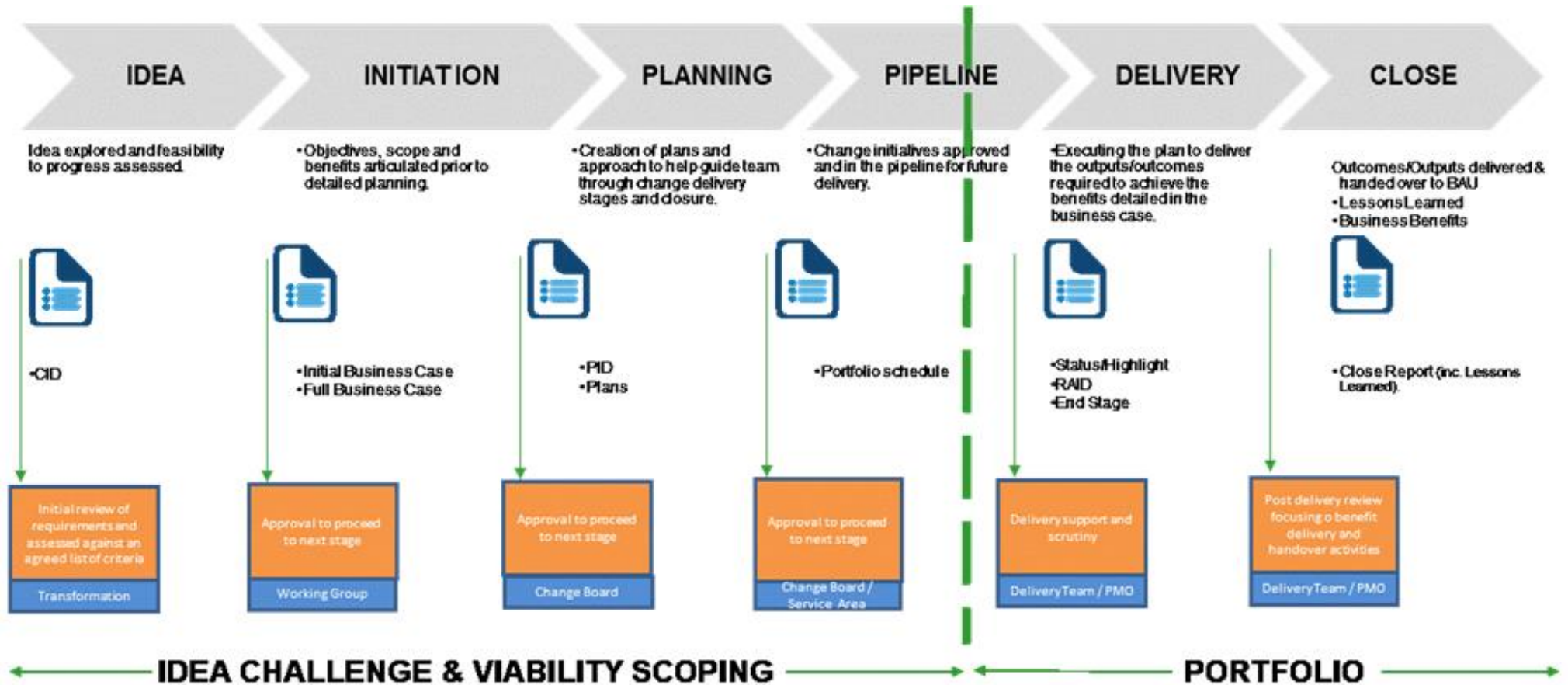
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Links

Coalition pledges	All
Council priorities	All
Single Outcome Agreement	
Appendices	Appendix 1: Change Process Appendix 2: Change Process including significant change initiatives Appendix 3: Change type Appendix 4: Portfolio Prioritisation Matrix Appendix 5: Change Governance Appendix 6: Change Delivery Standards (Project/Programme) Appendix 7: Proposed Delivery Unit - Functions

Appendix 1: Change Process



Appendix 2: Change Process & Current Initiatives

STAGE	IDEA			INITIATION			PLANNING			PIPELINE			DELIVERY (PORTFOLIO)			CLOSE			
STAGE DESCRIPTION	<p>Description: Idea explored and feasibility to progressed to next stage assessed.</p> <p>Documentation:</p> <ul style="list-style-type: none"> - Change Initiation Document (CID). <p>Process:</p> <ul style="list-style-type: none"> - CID completed by service area and submitted to transformationpmo@edinburgh.gov.uk - CID referred to Working Group for (a) approval to progress to 'INITIATION' stage, (b) stop/reject, (c) refer back to service area for further clarity/detail. 			<p>Description: Business justification agreed and authority given to progress to 'PLANNING' stage.</p> <p>Documentation:</p> <ul style="list-style-type: none"> - Initial Business Case - Full Business Case <p>Process:</p> <ul style="list-style-type: none"> - Initial Business Case prepared by service and submitted to the Change Board for (a) approval and funding to deliver full business case, (b) reject, (c) revise and resubmit, (d) put on hold. - Assuming approval to proceed to full business case resource secured and business case delivered. - Full Business Case approved by Change Board and appropriate Committee if required. 			<p>Description: Detailed planning and any procurement activities undertaken.</p> <p>Documentation:</p> <ul style="list-style-type: none"> - Procurement / Tendering / Contractor Appointed - Plan - PID/PDD <p>Process:</p> <ul style="list-style-type: none"> - Completion of any detailed planning and procurement activities - Final approval by change board and committee prior to implementation. 			<p>Description: Approved Projects/Programmes that have completed all pre-delivery stages, i.e. IDEA/INITIATION/PLANNING and to be scheduled for future delivery.</p>			<p>Description: Project / programme delivery of the capability required to realise the business benefits agreed at business case stage.</p>			<p>Description: Formal project / programme closure.</p> <p>Documentation:</p> <ul style="list-style-type: none"> - Project/Programme Closure Document. <p>Process:</p> <ul style="list-style-type: none"> - Project/Programme Manager completes closure documentation. SRO to approve closure and dissolve project/programme team(s). 			
INITIATIVES	Ref	CP	Name	Ref	CP	Name	Ref	CP	Name	Ref	CP	Name	Ref	CP	Name	Ref	CP	Name	
SIGNIFICANT CHANGE				SIP.008		Swift Replacement	SIP.009		Business Intelligence	SIP.007	16	Roads Improvement Programme	SIP.001		Customer Programme				
										SIP.011		Building Standards Improvement	SIP.001a		Intelligent Automation				
													SIP.001b	35	Channel Shift				
													SIP.001c		ERP				
													SIP.002		Asset Management Strategy				
													SIP.003	37, 38, 40	Health & Social Care				
													SIP.004	23, 25	Waste & Cleansing Improvement				
													SIP.005	52	Localities				
													SIP.006		Edinburgh Leisure - FM Transfer Schools				
													SIP.010		ICT Transformation				
					SIP.010	23,25	Communal Bin Review												
		MCP.024	28	New Secondary Schools (CP)	SIP.012		CONFIRM	MCP.025	22	Tram Extension	MCP.024		Street Lighting: LED	MCP.001	1	NHT	MCP.027		Queensferry Crossing
		MCP.025	28	New Primary Schools (CP)				MCP.018	28	Queensferry HS	MCP.017	42	Meadowbank Redevelopment	MCP.002	1	21st Century Homes			
					MCP.021	28	Broomhills PS	MCP.026		EDI - India Quay	MCP.015	28,32,33	Early Years Programme	MCP.003		WoL Flood Prevention - Phase 2			
					MCP.022	28	Victoria PS (Replacement)	MCP.019	28	St Crispins PS				MCP.004		Zero Waste: Edinburgh & Midlothian			
					MCP.023	28	Castlebrae HS (Replacement)	MCP.020	28	New South Edinburgh PS				MCP.005		Fleet Services/Transport Review			
								MCP.015	28,32,33	Early Years Programme				MCP.006		West Princes St Gdns inc. Ross Pavillion			
														MCP.007		Edinburgh St James			
														MCP.008		Leith Programme			
														MCP.009		Northbridge			
														MCP.010		EDI - Craigmiller Regeneration			
														MCP.011		EDI - Market Street			
														MCP.012		EDI - Granton Waterfront			
														MCP.013	28	Boroughmuir HS			
														MCP.014	28	St Johns PS			
														MCP.015	28, 32, 33	Early Years Programme			
													MCP.016	28	Rising Schools Rolls				
													MAN.001		Historic Abuse Enquiry				
													MAN.002		GDPR Implementation				
													FUT.001		City Vision				
													FUT.002	6	City Deal				

Appendix 3 – Change Types

	SERVICE IMPROVEMENT (SIP)	MAJOR CAPITAL PROJECTS (MCP)	PEOPLE & CULTURE (P&C)	LEGISLATIVE / MANDATORY (MAN)	STRATEGIC CHANGE (STR)
TRACKED WITHIN THE PORTFOLIO	<p>Significant change to processes, technology or ways of working (likely with a strong cross-departmental impact) which will deliver improvements and efficiencies for current/future services, e.g.</p> <ul style="list-style-type: none"> Roads Improvement Process Automation Waste Improvement Channel Shift 	<p>Major infrastructure projects requiring capital investment of >£5M, e.g.</p> <ul style="list-style-type: none"> Early Years Programme St Johns PS Northbridge refurbishment West Princes St Gardens 	<p>Projects and programmes that drive large scale and significant change for our people and improve culture (both internal & external), e.g.</p> <ul style="list-style-type: none"> HR policy & ways of working. Future, Engage, Deliver Relationship building Compact 	<p>Initiatives we are required to do from a legislative/ reputational perspective, e.g.</p> <ul style="list-style-type: none"> GDPR Implementation 	<p>Initiatives that deliver longer-term strategic step-change, e.g:</p> <ul style="list-style-type: none"> City Deal City Vision Localities Efficiencies & Transformation
TRACKED THROUGH BUSINESS AS USUAL (BAU)	<p>Localised changes and initiatives that have some strategic, political or financial impact but are delivered as part of operational continuous improvement, e.g.</p> <ul style="list-style-type: none"> Change of Print provider Document management 	<p>Infrastructure projects and programmes with capital investment of <£5M, e.g.</p> <ul style="list-style-type: none"> Hunters Hall cycle hub and pitch Care home refurbishments 	<p>Departmental initiatives and day-to-day line management accountabilities delivered within existing policies and procedure frameworks, e.g.</p> <ul style="list-style-type: none"> WLT Small organisational reviews as part of ongoing service review Change to policies. 	<p>Operational changes required to align with legislative requirements, e.g.</p> <ul style="list-style-type: none"> Cole Report Historic Abuse Enquiry Software updates required to comply with legislative changes 	

Definitions:

- **Significant Change** – change initiatives that have a weighted score ≥14 when assessed via the 'prioritisation matrix'; or any other corporate project the Chief Executive shall, in consultation with the Change Board and the Convenor or vice-Convenor of the Governance, Risk and Best Value Committee so designate.

The Portfolio Prioritisation Matrix applies a score from 1 (Low) to 3 (High) on level of impact a proposed project or programme has on a number of key criteria, i.e. a projects contribution to strategic priorities, financial impact, level of risk, community/citizen impact, people and culture impact. The criteria are weighted based on importance.

- **Major Capital Projects** - As designated in the Council's Scheme of Delegation, section 3.14 & 3.15, any project which has an estimated value of > £5M; or any other corporate project the Chief Executive shall, in consultation with the Change Board and the Convenor or vice-Convenor of the Governance, Risk and Best Value Committee, so designate.
- **Strategic Change** – change initiatives that deliver longer term, i.e. >5 years strategic change.

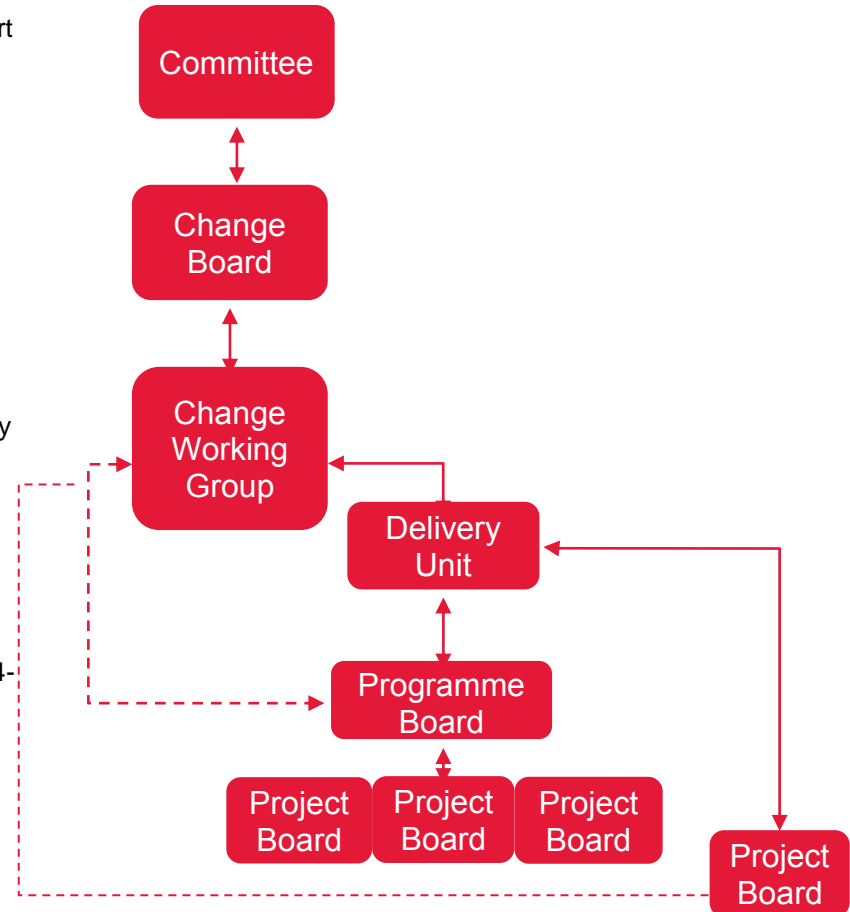
Appendix 4 – Portfolio Prioritisation Matrix

PRIORITISATION AND CATEGORISATION FRAMEWORK

	Agreed Weighting	Low - 1	Medium - 2	High - 3
Strategic	1.0	Does not align to the Council's Strategy Framework	Supports/ enables Council Strategy Framework Business Plan/ Coalition Pledges, City Vision/ City Deal	Integral component Council Strategy Framework Business Plan/ Coalition Pledges, City Vision/ City Deal
Financial	1.0	Financial impact revenue/ capital <£1m	Financial impact revenue/ capital £1-5m	Financial impact revenue/ capital £5m + Generates significant savings/income
Risk	1.0	Low probability of the risk materialising which has an impact on the Council's Objectives	Possible that the risk may materialise which has at least a significant impact on the Council's objectives	Greater than 50% that the risk will materialise with at least a significant impact to the Council's objectives
Service Improvement	1.0	Incremental change to the current service offering	Provides opportunity for a changed service offering such as deploying new software, however the changes does not fundamentally alter the service offering	Provides opportunities to deliver at least one service in a new or significantly different manner
Community / Environmental Impact	0.8	Moderate impact on one locality	Moderate impact on multiple Localities or significant impact in at least one locality	Major impact on Multiple Localities or significant impact in at least one locality forming part of a locality improvement plan
Political	0.7	Negligible/ Minor political implications	Project will require ongoing Committee Scrutiny	Highly sensitive, likely to be subject to Committee debate and scrutiny. Potential
Staff Impact/Culture	0.7	Negligible/ Minor staff implications	Major staff implications in at least one Service Area	Highly sensitive, likely to be subject to Committee debate and scrutiny. Potential
Legislative	1.0	Marginal change to existing regulatory/ legislative framework	New Mandatory Regulatory/ Compliance Project which has an incremental change. Unlikely to carry reputational impact	New Mandatory Regulatory/ Compliance Project with potential of reputational impact

Appendix 5 – Change Governance

- **Committee** – Six monthly status update on the Council’s Portfolio of Change to Governance, Risk and Best Value (GRBV) Committee for scrutiny. The update report will then be referred to Corporate Policy and Strategy Committee for information.
- **Change Board** –meets monthly & comprised of CLT attendees. Responsible for (i) making investment decisions and agreeing prioritisation of change initiatives, (ii) issue resolution escalated from working group, and (iii) tracking Portfolio delivery progress.
- **Change Working Group** – meets monthly & comprised of Heads of Service. Responsible for (i) overseeing and progressing change ideas, (ii) overseeing and if required issue resolution in relation to the portfolio, (ii) review and challenge of business cases, (iv) providing support and information to support Change Board decisions.
- **Proposed Delivery Unit** – to provide support and challenge to change initiatives reporting via the Portfolio, (including major capital projects). Portfolio Programme and Project Managers to submit monthly highlight/status that have been approved by SRO’s/Sponsors. The Delivery unit will coordinate papers required for Change Working Group and Change Board, including (i) Portfolio dashboard, (ii) Escalating top Risks and Issues. (iii) Any CID’s submitted that require decision on progress.
- **Programme Board** – all programmes should have a board that meets every 4-6 weeks. Depending on size and nature of a programme, they may require individual project boards that report into the programme board. Some Programmes may have individual project boards reporting in to them
- **Project Board** – for a stand-alone project there should be a board that meets on a 4-6 weekly basis, chaired by the Project Sponsor. It is also recommended a large project that is part of a programme should convene a project board.
- **Project Team Meeting** – recommended weekly project team meetings to track project delivery. Chaired by the Project Manager and attended by Project Team responsible for delivery of project tasks.
- *Note: there may be occasions when an individual programme/project may be called or request to attend the Change Working Group, e.g. issue that may impact on the wider portfolio that needs to be resolved.*



Appendix 6 – Change Delivery Standards (Project/Programme)

Detailed below are the basic standards that should be applied and adopted across all projects and programmes within the Portfolio. The Delivery Unit will be the custodian of these standards/templates and will be published on the Orb for download and use.

STANDARD	DESCRIPTION	FREQUENCY	NOTES
Business Case	<p>Details the justification for change;</p> <p>All change initiatives in the portfolio must have a business case. This should be reviewed and updated at each project stage boundary during delivery to ensure ongoing validity.</p> <p>The Business Case must have a section detailing anticipated benefits and named owners who will be accountable for delivery of the stated benefits</p>	Update at each stage/tranche of delivery	Mandatory for the portfolio
PID	Details the approach to delivering the agreed change(s) required to realise the benefits agreed as part of the business case.	Update at each stage/tranche of delivery	Mandatory for the portfolio
Benefits Realisation Strategy	Document detailing the approach to managing delivery of the project/programmes benefits.	<p>Approve at initial Project/Programme Board.</p> <p>Update at end of each stage/tranche of delivery.</p>	Mandatory for the portfolio
Plan	<p>Plan detailing tasks, task owners and timescales</p> <ul style="list-style-type: none"> Plan should be agreed at initial board meeting. This agreed plan will act as the baseline to monitor any slippage to plan against. Project Manager responsible for delivery and maintenance of the plan. <p>all change initiatives in the portfolio must have a plan</p>	Monthly	Mandatory for the portfolio
Highlight / Status Report	<p>Details status of the project/programme</p> <ul style="list-style-type: none"> Report should detail SRO, Project/Programme Manager, Delivery Stage, key milestones, overview of progress within current reporting period, status of individual project/programme workstreams, top RAID items, budget position, change controls raised in reporting period the report covers. <p>all change initiatives in the portfolio must provide status reports</p>	Monthly	Mandatory for the portfolio
RAID	Risks, Assumptions, Issues, Dependencies	Updated Real time	Best practice

	<ul style="list-style-type: none"> • Project Manager to own document and ensure all RAID item owners are actively managing their RAID items. • SRO's to have visibility of RAID items and address any items escalated from the Project Manager. 		Issues should be actively managed to resolution. Depending on impact this could be require daily management until issue is resolved.
Change Control	<p>Documents proposed change of agreed project/programme scope;</p> <ul style="list-style-type: none"> • whenever a change to the scope of the change initiative is made that exceeds project/programme tolerances. The change control should details the nature and impact of the change and approved/rejected by the SRO. 	By exception	Best Practice
Exception Report	To be prepared by the Project/Programme Manager when the project/programme is forecast to exceed tolerances, e.g. budget, time, quality.	By exception	Best Practice
Project/Programme Close	<p>To be completed for all projects and programmes within the portfolio when the outputs and outcomes are delivered and project team disbanded. Provides a summary of how well a project/programme has delivered the outputs/outcomes stated in its business case, final budget position, benefit position, lessons learned, outstanding tasks, owners and timescales for completion.</p> <ul style="list-style-type: none"> • Project/Programme Manager prepares. • SRO signs off <p>Note: Good project practice would promote undertaking lessons learned at the end of each stage/tranche of delivery. However as a minimum a lessons learned exercise must be undertaken at the project/programme closure. Lessons Learned will be collated and themed by the Delivery unit and provided to the Change Board on a monthly basis to provide visibility on areas of change delivery that may need improved or where good practice is being demonstrated that can be harnessed and applied to other change delivery programmes.</p>	Project/programme closure	Best Practice

A change toolkit has been prepared that provides a number of templates available to all projects and programmes. Consultation with key project/programme delivery functions and stakeholders to agree final documentation is underway. An exercise to roll the standards templates across all projects/programmes to ensure consistency of approach.

Appendix 7: Proposed Delivery Unit - Functions

A Delivery Unit can significantly increase an organisation's chances of successfully delivering its strategy, maximising benefits and delivering change initiatives more cost effectively. It can do this in a number of ways. For example:

- maintaining a 'big picture' understanding of the business change portfolio
- provide decision support to the Change Board to ensure the right programmes and projects are launched
- provide standards and processes to ensure consistency of delivery
- provide independent oversight, scrutiny and challenge to ensure things are done right first time
- provide assurance, coaching and mentoring to build a competent workforce capable of delivering project and programmes using best practice techniques
- provide 'one version of the truth', reporting function with management dashboards to focus decisions and management interventions
- reduce the likelihood and impact of events that would have a negative consequence; and, conversely, increasing the likelihood and impact of events that would have a positive consequence
- improve organisational accountability, decision making, transparency & visibility
- identify, understanding and managing multiple and cross cutting risks and issues
- protect revenue and capital spend, and enhancing VFM.
- execute change more effectively and efficiently, and improving organisational PPM delivery capability
- protect reputation and stakeholder confidence.