

Appendix 5 - Mission Control

1. Governance

New boards at an officer level have been created to help manage the programmes, performance and operations of the Councils more effectively. These are outlined below.

Board	Purpose	Membership
Major Programmes Board	Develop and oversee a sustainable programme of work which reflects the risk appetite and capacity of the organisation with oversight of the organisation's major programmes.	Chief Executive (Chair) Director of Housing & Communities (Thriving People Sponsor) Director of Sustainability & Resources (Thriving Environment Sponsor) AD Regenerative Development (Deputy Thriving Economy Sponsor) AD Place & Economy (Deputy Thriving Place Sponsor) AD People and Change AD Finance AD Legal & Democratic Services Head of Technology & Design Senior Delivery Manager
Strategic Finance Board	Review, develop and propose the shape of the medium term financial strategy, identifying focus areas for increased scrutiny and improvement.	Director of Sustainability & Resources (Chair) AD Finance AD Legal & Democratic Services Chief Accountant AD Place & Economy

		AD Housing & Homelessness AD Operations & Sustainability
Corporate Health Board	Oversee and review health & safety, audit, risks, performance, technical design, information governance & cybersecurity, complaints, safeguarding & equalities and workforce	Director of Sustainability & Resources (Chair) AD Finance AD Legal & Democratic Services AD People & Change AD Operations & Sustainability Head of Technology & Design
Design Authority	Oversee and review the proposals for service redesigns of areas of focus to ensure they are on track, tackle interdependencies that exist and mitigations needed for the redesign.	Chief Executive (Chair) AD People & Change AD Finance Head of Technology & Design Director of Sustainability & Resources/Director of Housing & Communities
Triage Group	Prioritise the support of Core Services to key projects to ensure a focused approach to resourcing our support is taken.	Key Core Services representatives at AD, Head of Service and manager level
Mission Working Groups	Oversee the delivery of individual mission areas	Multiple led by the Mission Sponsors Chief Executive (Thriving Economy Sponsor) Director of Housing & Communities (Thriving People Sponsor) Director of Sustainability & Resources (Thriving Environment Sponsor) AD Place & Economy (Deputy

2. Next steps on how the organisation improves management of programmes

- With the work programme for the organisation prioritised, activity will be developed to improve management of projects & programmes, led by the Assistant Director of People & Change and the Senior Delivery Manager, supported by Delivery Managers. A Principal Project Accountant within the Finance department will provide targeted support to help services develop evidence based options for savings based on strong financial modelling. This will enable programmes to both deliver the outcomes and the savings/cost reduction/income required.
- The Triage Group will prioritise the support of Core Services to key projects to ensure a focused approach to resourcing our support is taken.

2.1. Programme Management

- Coordinate the updating and tracking of projects within the allocated mission themes using the digital system & reporting to the governance in section 5.
- Identify and tackle dependencies between projects, facilitating cross-functional collaboration to resolve potential issues.
- Plan the management of resources within the mission themes to better support a sustainable workload.
- Develop achievable and ambitious Objectives and Key Results for projects.
- Enable relevant boards and portfolio briefings to review progress on various projects, ensuring transparency and accountability.

2.2. Delivery Management

- Facilitate ways to solve specific problems within missions unblock barriers and mitigate risks using methods such as peer challenge/design sessions.

- Scope projects in a way that achieve the Councils' priorities and help deliver its savings, supported by the Triage Group highlighted.
- Lead sprint planning sessions for ongoing projects, ensuring alignment with agile principles.
- Embed project management practices & skills across the wider teams in the mission theme

2.3. Change Management

- Support areas of focus leads to help their teams through change, working with the People Hub and Workforce Development teams.
- Develop and support the work programming of the area of focus following the redesign.
- Develop the practices that enable the CLT, Major Programmes Board and Change MDT to anticipate longer term challenges and opportunities to forward plan.
- Support staff leading on projects within their mission theme area to work in a missions-based way.