

Parks and Leisure Improvement Programme – Roles and Responsibilities

Parks and Leisure Committee

Parks and Leisure has overall responsibility, leadership and authority for the change programme. They will outline the overall vision and policy framework for the department and its alignment to the corporate objectives.

Programme Chair (Senior Executive or Senior Responsible Owner)

This is the Director of Parks and Leisure. He is the key decision maker with advice and commitment from others.

The Director is ultimately responsible for the programme. The Director's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering correct products.

The Director will be supported by the department's Business Development Unit who will be responsible for the development of strategy, policy and best practice to enable the achievement of outcomes.

The Director will authorise expenditure and agree tolerances. This will ensure that any proposed changes of scope, cost or timescale are controlled.

In addition, the Director approves the appointment and responsibilities of the Change Programme Manager and any delegation of its Project Assurance responsibilities.

Departmental Improvement Board

The Improvement Board is responsible for the overall direction and management of the departmental change programme and has responsibility and authority within the change programme terms of reference.

The improvement board approves all major plans and is the authority that signs off the completion of projects/tasks. It ensures that required resources are committed, arbitrates on any conflicts and manages issues and risks.

The Change Programme Manager is responsible to the Director for change management and for the development and delivery of the department's change programme. The Change Programme Manager reports to the Improvement Board

Change Team

The Change team is responsible for the delivery of change projects. The change team consists of representatives from the Departmental Improvement Board with responsibility for delivery of change in the business operations – in effect Senior Responsible Owners of the business stream, i.e. Senior Managers in Parks, Leisure, Business Support.

Task Forces

Task forces are established with specific projects or tasks assigned. They report via the Task force lead to the Change Team. Where appropriate, existing task forces will be expanded to include further representation from Leisure Services and, where necessary, additional task force groups will be developed on particular themes.

Reference panels

Reference panels will play a vital role in broadening engagement with as large a community of staff as possible supporting better communication. The panels will be expected to fulfil the role of feeding back on any implementation issues, offering professional expertise and providing quality assurance.

Trade Union Involvement

The change programme will impact on staff and staff structures therefore it is important that Trade Union representatives are effectively engaged in the process and Trade Union forums will be used to ensure that employee interests are looked after. This will be achieved through routine meetings with Management and Operational trade Union groups and due to the nature of some of the change; special meetings will be arranged as appropriate.

Communication and Engagement

Effective communication is critical to the success of any change programme and it is recognised that a fundamental weakness of previous change management phases in the department has been the lack of communication to staff about the change. This resulted in a strong 'rumour mill', misinformation and staff who were disengaged from the change process and without any opportunity to voice their concerns or suggestions.

The structure of the change programme and involvement of staff across the department represents our commitment to an inclusive process. A communication plan has been developed to ensure we communicate effectively and in a timely manner with all stakeholders.

As well as mechanisms such as newsletters designed to connect to all staff it is important that everyone involved in the change programme plays a role in communicating about the aspect of the programme they are involved in and becomes ambassadors for change in the department.