Transformation Programme Board: Terms of Reference

1. Vision and Purpose

The Board will be responsible for the delivery of the Transformation Programme (TP) as approved at the Full Council meeting held on 17 March 2016.

The proposed "Future Model" Transformation Programme will deliver a radical redesign of the way the whole council operates, so that we will be able to:

- Provide 24/7 access to services in digital formats that are so straightforward and convenient that all those who can use them will choose to do so, while those who can't are not excluded and
- Ensure that customers receive face to face help if they need it, whether for complex needs or assistance at a place and time convenient to them
- Promote take up of existing and new digital services
- Reduce handling in the back offices through automation
- Reduce avoidable contact and manage customer demand
- Draw on expert skills and knowledge only when required, not by default, so that processing and delivery costs of meeting customer demand will be substantially reduced.

2. Membership of the Transformation Programme Board

Programme Sponsor: SSDC Leader – Ric Pallister

Chair: SSDC Portfolio Holder (Transformation) - Angie Singleton

User Representatives:
SSDC Portfolio Holder Finance – Peter Seib
SSDC Portfolio Holders for Specific Service Delivery – as necessary
SSDC members –
Sue Steele, Tim Inglefield, Andrew Turpin, John Clark, Sarah Dyke-Bracher
Specialist professional officers as required

Supplier Representatives:
Programme Lead - Rina Singh
Programme Managers - Charlotte Jones & Andrew Gillespie
Finance/ICT – Donna Parham
Specialist professional officers as required
Representatives of technology and drivers of change providers

3. Roles and Responsibilities

Programme Sponsor will:

- be ultimately responsible for the Transformation Programme

- ensure the Transformation Programme remains focused on achieving its objectives and realising the benefits

Transformation Programme Board will:

- monitor the progress of the overall programme
- monitor the risk log for the programme and agree mitigation
- authorise financial commitments within the existing financial procedures
- escalate any conflicts with other corporate programmes to the Sponsor
- facilitate change and champion the programme to internal/external stakeholders
- monitor the savings against delivery

User representatives represent the interests of the users / beneficiaries of the programme.

Supplier representatives need to achieve the results required by the users.

Programme Lead will:

- track progress and monitor the delivery plan for the programme
- ensure that the required resources are available
- resolve any conflicts escalated by the project delivery teams
- manage risks
- be responsible for the communication plan

4. Resourcing

A programme budget has been agreed by Full Council and delegated to the TP Board.

The programme will also require in-house resources, with a number of project work streams running simultaneously to deliver the change programme.

It is envisaged that there will be a core programme team from officers within the Council. The make-up of this will change as required by the programme stages. Union involvement will be through a designated representative. Each Assistant Director will also nominate officers for their services. These officers will fulfil both the 'user' and 'supplier' representative roles within the TP and act as their main point of contact.

As services go through the programme, work relating to Business Process Re-engineering (BPR) will be carried out by project teams. Experience indicates this element of the work can take up to 4 months depending on the degree of complexity involved. BPR is already undertaken by managers and work teams as part of "continuous improvement" therefore it is assumed that in most cases additional resources may not be required. However, some back filling may be needed and this will discussed with the appropriate Assistant Director on a case by case basis. A provision of £360,000 for back filling has been included in the headline programme budget.
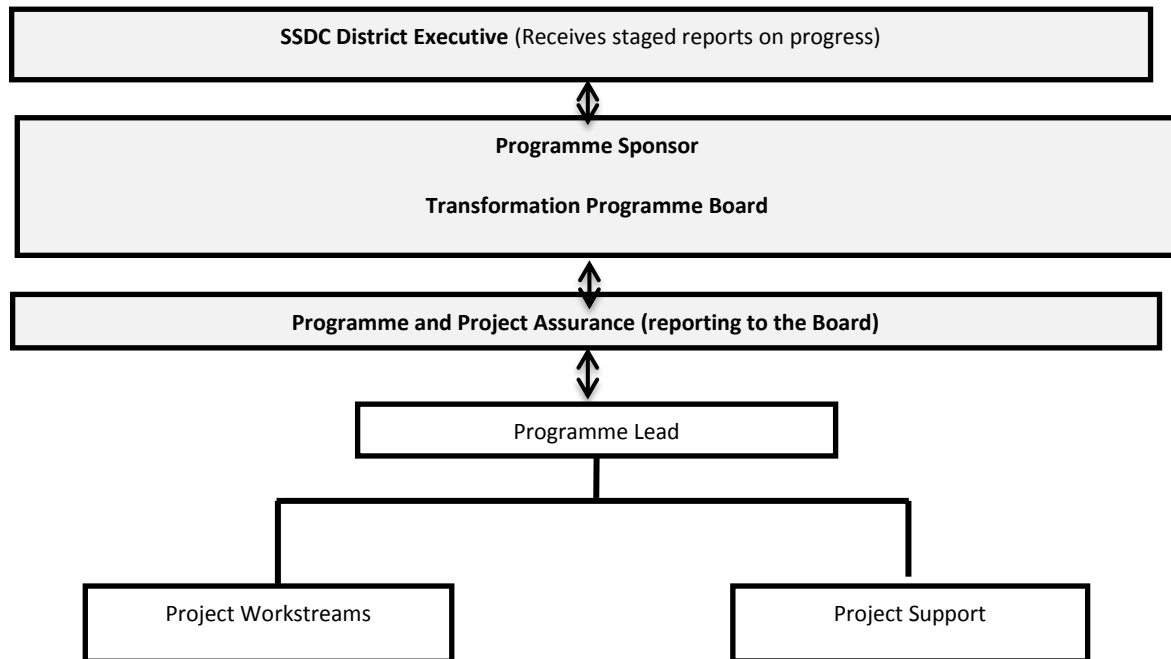
5. Decision Making

All decisions will be made by a simple majority of the elected members serving attending the TP board and the quorum for decisions will be 4 voting members. The Programme Sponsor

is a non-voting member. Officers and other advisors will not be entitled to vote. In the event of a tied vote the Chair will have a casting vote.

6. Meetings

Meetings will be arranged to take place on an eight week cycle. Special meetings may be called at any time at the discretion of the Chair.

7. Governance

SSDC District Executive (Receives staged reports on progress)

$\updownarrow$

Programme Sponsor Transformation Programme Board

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Programme and Project Assurance (reporting to the Board)

$\updownarrow$

Programme Lead

Project Workstreams	Project Support

The TP Board will sit within, and be subject to, the Council's democratic structures and procedures.
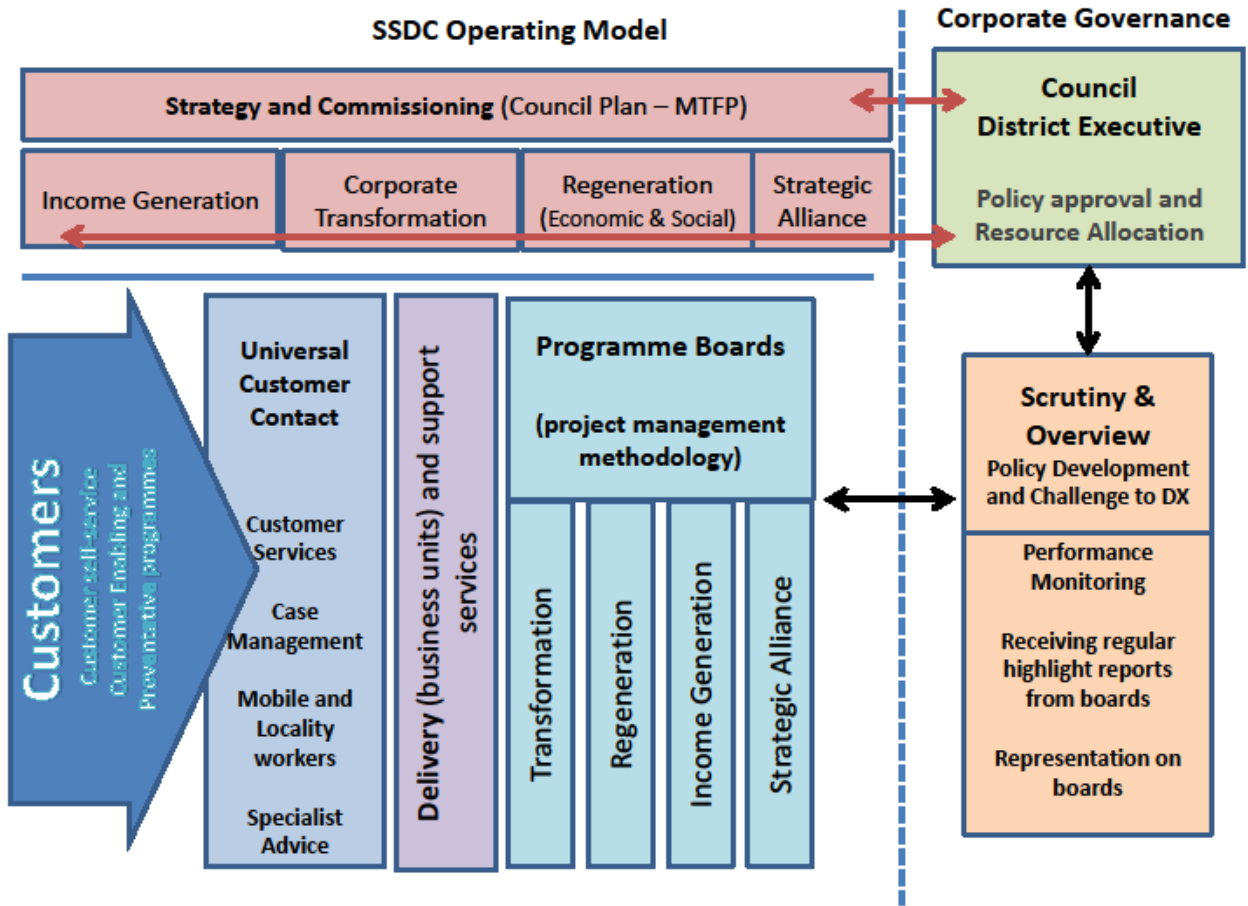
It will be required to make staged progress reports to the District Executive committee and to work with other SSDC Programme Boards to ensure that all corporate delivery programmes are coordinated and any conflicts resolved.

8. Review of Terms of Reference

It is anticipated that the TP Board will meet for a minimum of 18 months. The ToR will be kept under review and amended as necessary.

9. Relationship with Corporate Boards

Key programmes are to be delivered through Corporate Boards. The diagram below shows how these Boards will fit into a Future Operating Model. All boards will report to District Executive.

SSDC Operating Model　　　　**Corporate Governance**

Strategy and Commissioning (Council Plan – MTFP)

| Income Generation | Corporate Transformation | Regeneration (Economic & Social) | Strategic Alliance |

Council District Executive

Policy approval and Resource Allocation

Customers — Customer self-service Customer Enabling and Preventative programmes

Universal Customer Contact

Customer Services

Case Management

Mobile and Locality workers

Specialist Advice

Delivery (business units) and support services

Programme Boards

(project management methodology)

Transformation

Regeneration

Income Generation

Strategic Alliance

Scrutiny & Overview
Policy Development and Challenge to DX

Performance Monitoring

Receiving regular highlight reports from boards

Representation on boards

date	Version	author	owner	Approving body	status
16th April 2016	Draft v5	RS AG CJ	Angie Singleton	Transformation Board	Circulated to board 20th April
20 April	V6	RS AG CJ	Angie Singleton	Transformation Board	Approved with amendments by board.